Saskatoon Health Region

SASKATOON REGIONAL HEALTH AUTHORITY

2006-2007 ANNUAL REPORT
TO THE MINISTER OF HEALTH AND
THE MINISTER OF HEALTHY LIVING SERVICES

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The Saskatoon Health Region web site address: is www.saskatoonhealthregion.ca

LETTER OF TRANSMITTAL

Saskatoon Health Region

July 16, 2007

The Honourable Len Taylor, Minister of Health
The Honourable Graham Addley, Minister of Healthy Living Services
Room 361
Legislative Building
Regina, Saskatchewan
CANADA S4S 0B3

Dear Minister Taylor and Minister Addley:

In accordance with the requirements of *The Regional Health Services Act* and *The Tabling of Documents Act*, the Saskatoon Regional Health Authority is please to submit its 2006-2007 annual report to the Ministers.

This report includes the audited financial statements for the year ended March 31, 2007 and also provides information on the performance of the Health Region for that period.

Respectfully submitted,

Darlene Eberle

Darlene Eberle
Chairperson, Saskatoon Regional Health Authority

WHO WE ARE

VISION, MISSION, VALUES AND STRATEGIC DIRECTIONS

In 2006-2007, the Saskatoon Health Region (SHR) engaged in extensive consultations prior to the development of our **2007-2010 Saskatoon Health Region Strategic Plan.** The Strategic Plan, approved by the Authority at a public meeting October 18, 2006, is based on information received from more than 1,500 staff, physicians, external partners, and general public on how best to meet the needs of individuals, families, and our communities. It demonstrates a commitment to our renewed vision and reaffirms our mission to provide excellent service, education, and research. The Strategic Plan also encapsulates the core values that emerged during our consultations and sets priorities in five key strategic directions. The full plan is published on our website, at http://www.saskatoonhealthregion.ca/about_us/strategic_home.htm .

Our Vision:	Healthiest people, healthiest communities, exceptional service.
Our Mission:	We improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships.
Our Values:	We believe that our daily actions, interactions, and decisions will reflect: *Respect* - recognizing that all people and their needs are important *Compassion* - caring genuinely for others *Excellence* - pursuing quality in all that we do *Stewardship* - demonstrating trust and integrity in our responsible use of resources *Collaboration* - cultivating and honouring relationships to better serve our communities
Strategic Directions	Transforming the Care and Service Experience Transforming the Work Experience Partnering for Improved Health for Aboriginal People Building a Sustainable Integrated System Fostering Research, Learning, and Innovation

Our renewed vision, mission, and strategic directions are consistent with provincial priorities. **Saskatchewan Health** identifies the provincial vision and goals in *The Action Plan for Saskatchewan Health Care:*

Vision Statement	Building a province of healthy people and healthy communities
Goals	1. Improved access to quality health services 2. Effective health promotion and disease prevention 3. Retain, recruit and train health providers 4. A sustainable, efficient, accountable and quality health system

OVERVIEW OF HEALTH REGION SERVICES

The Saskatoon Health Region accounts for 5.25% of Saskatchewan's geographic area and includes 2 cities; 69 towns, villages and hamlets; 47 whole or partial rural municipalities; and 6 First Nations reserves. More than 11,000 staff and 750 physicians, supported by over 9,000 registered volunteers, provide comprehensive health services to nearly 300,000 residents of the Health Region. The Health Region also serves the rest of Saskatchewan, as the provider of provincial and specialized services. About 35% of those who receive day surgery or inpatient hospital services live outside of the Health Region's geographic boundaries. For some services that proportion is even higher, approaching 40 and even 50%.

Our Health Region's staff and physicians provide a comprehensive range of health services in the areas of ambulance and rehabilitation, community and mental health, long term and special care, and hospital services. These services are delivered in 10 hospitals, 29 long term care facilities, 12 primary health care sites, public health centres and in private residences throughout the Health Region. While many of these facilities are owned and operated by the Saskatoon Health Region, we also work in partnership with many affiliate health care organizations. In addition, the Health Region enjoys a fully integrated interdependent partnership with St. Paul's Hospital. This partnership is unique to any other that exists in Canada.

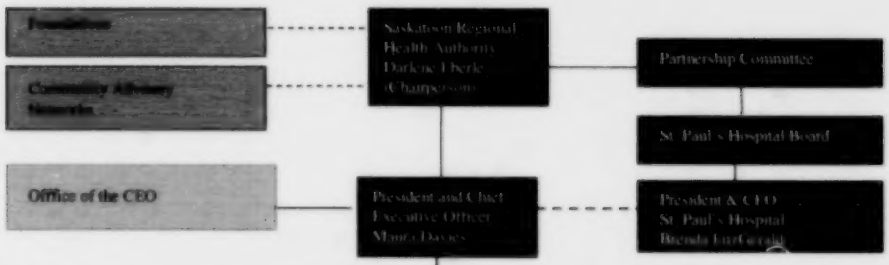
Our Health Region is an academic health care organization with responsibility to facilitate education and research for the benefit of Saskatchewan. This role necessitates a strong interdependent relationship with the University of Saskatchewan, the Saskatchewan Institute of Applied Science and Technology (SIAST), the First Nations University of Canada (FNUC), and the Saskatchewan Indian Institute of Technologies and Dumont Technical Institute. On an annual basis, the Health Region provides training opportunities for more than 1,000 health sciences students and placements for students from non-clinical educational programs.

Our relationships with academic institutions also facilitate research and innovation, two activities that are integral to improving the care and services provided by academic health care organizations. At the end of the 2006-2007 fiscal year there were 260 research studies in progress within the Health Region.

We continue to identify pressures and risks that may impact our operations. Multiple approaches are taken to manage the risks we face. Environmental scans and status reports examine emerging population and health care trends. We have also established policies and procedures to reduce exposure to risk in clinical and business areas. Education and training are provided to increase organizational understanding of risks and to strengthen identification, response, and improvement capacities.

The new Strategic Plan focuses on initiatives that will continue to improve quality, safety, system performance and the workplace environment.

GOVERNANCE AND ORGANIZATION STRUCTURE



Budget Planning
Finance
Internal Audit
Materials Management

Vice President Finance and Administration
Deb Rhodes

Vice President Corporate and Public Affairs
Daryl Osbaldeston

Medical Affairs

Interim Chief of Staff
Dr. Temi Olatunbosun

Medical Health Officers

Chief Medical Health Officer
Dr. Cory Neudorf

Vice President Care Covered by Executive Directors
Lorna Clarke
Jackie Mann

Physician Co-Leader
Vacant

Access Management Services
Ambulatory Care, Heart Health and Oncology
Emergency and Critical Care Services
General Medicine
Maternal and Children's Services
Rehabilitation, Neurosciences and Geriatrics
Surgery Services

Innovation, Strategic Alliances & Knowledge Translation Research Services

Vice President Research and Innovation
Dr. Cory Neudorf (Interim)

Vice President Clinical and Operations Support
Sandra Blevins

Capital Planning
Facilities and Engineering Services
Food and Nutrition Services
Health Information Services
Information Technology Services
Laboratory Medicine
Medical Imaging and Nuclear Medicine
Pharmacy Services

Human Resources
Organization Health & Development
Volunteer Services

Vice President Human Resources
Shelley Chirpilo (Interim)

Vice President Performance Excellence & Chief Nursing Officer
Jean Morrison

Inter-professional Affairs
Clinical Health Psychology
Nursing Affairs
Nutrition and Dietetics
Occupational Therapy
Pharmacy (professional leader)
Physiotherapy
Social Work
Speech Language Pathology
Therapeutic Recreation Therapy

Corporate Planning
Emergency Preparedness Planning
Privacy Officer
Quality Services
Risk Management
Strategic Health Information & Planning Services

Vice President Community Services
Shan Lander

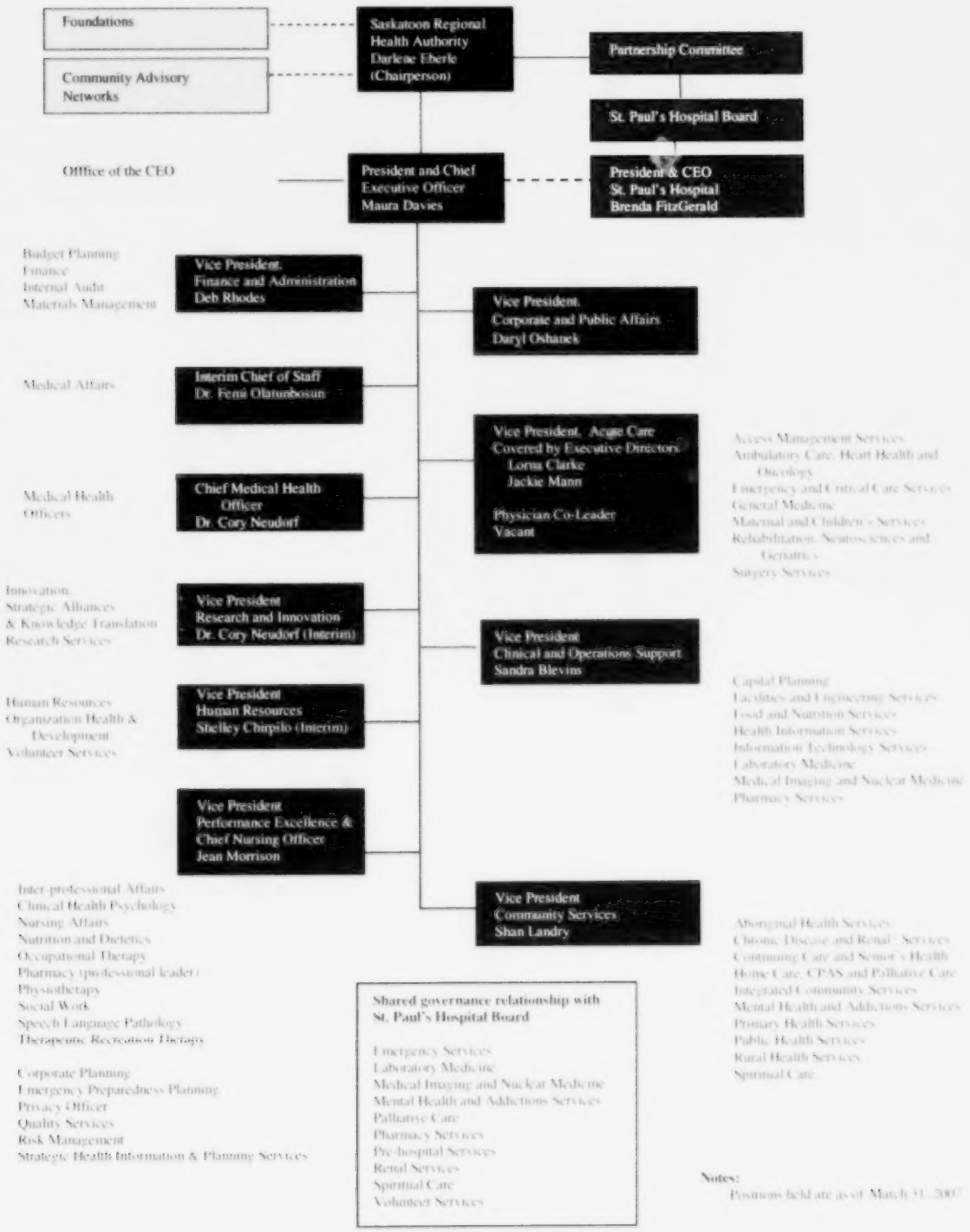
Aboriginal Health Services
Chronic Disease and Renal* Services
Continuing Care and Senior's Health
Home Care, CPAS and Palliative Care
Integrated Community Services
Mental Health and Addictions Services
Primary Health Services
Public Health Services
Rural Health Services
Spiritual Care

Shared governance relationship with St. Paul's Hospital Board

Emergency Services
Laboratory Medicine
Medical Imaging and Nuclear Medicine
Mental Health and Addictions Services
Palliative Care
Pharmacy Services
Pre-hospital Services
Renal Services
Spiritual Care
Volunteer Services

Notes:
Positions held are as of March 31, 2007

GOVERNANCE AND ORGANIZATION STRUCTURE



SENIOR LEADERSHIP TEAM

Several changes to the structure and composition of the executive team occurred in 2006-2007. These changes positioned the organization to undertake system transformation where quality, safety and professional best practice are key drivers. Appointments of individuals to Vice President vacancies are pending in April, May, July, and September 2007. The members of the executive team, as of March 31, 2007, are listed below.

Maura Davies
President and Chief Executive Officer

Brenda FitzGerald
President and Chief Executive Officer,
St. Paul's Hospital

Jean Morrison
Vice President, Performance Excellence and
Chief Nursing Officer

Dr. Cory Neudorf
Chief Medical Health Officer and
Interim Vice President, Research and Innovation

Sandra Blevins
Vice President, Clinical and Operations Support

Daryl Oshanek
Vice President, Corporate and Public Affairs

Shelley Chirpilo
Interim Vice President, Human Resources

Dr. Femi Olatunbosun
Interim Chief of Staff

Shan Landry
Vice President, Community Services

Deb Rhodes
Vice President, Finance and Administration

Vacant
Vice President, Acute Care
Covered By:
Executive Directors - Jackie Mann, Lorna Clarke

Vacant
Vice President, Acute Care – Physician Co-leader

MEDICAL ADVISORY COMMITTEES AND CHIEFS OF STAFF

Medical Advisory Committees exist in Saskatoon and in the rural area outside of the city. The Committees work closely with the Interim Chief of Staff and report to Medical Affairs. In 2006-2007, the Health Region and the University of Saskatchewan appointed several joint medical department heads for the first time. In April 2007, a new Practitioner Advisory Committee will take affect under new bylaws.

City of Saskatoon Medical Advisory Committee

Dr. William Albritton, Dean of Medicine
Dr. Alan Casson, Surgery
Dr. William (Bill) Bingham, Paediatrics
Dr. Roy Chernoff, Family Medicine
Dr. Kishore Visvanathan, Urology
Dr. Paul Hayes, Emergency Medicine
Dr. Frank Hohn, Dentistry
Dr. John Krahn, Lab Medicine
Dr. Jeff McKerrell, Orthopaedic Surgery
Dr. Cory Neudorf, Chief Medical Health Officer
Dr. Femi Olatunbosun, Obstetrics and Gynaecology
Dr. David Popkin, Oncology
Dr. Lila Rudachyk, Physical Medicine and Rehab
Dr. Susan Shaw, Adult Critical Care
Dr. Rob Weiler, Anaesthesiology
Dr. Peter Spafford, Otolaryngology
Dr. Donald Stefiuk, Vice President,
Saskatoon Regional Medical Association
Dr. Raymond Tempier, Psychiatry
Dr. James (Jim) Underhill, Ophthalmology
Dr. Tom Wilson, Medicine
Dr. Sheldon Wiebe, Medical Imaging
Dr. Joel Yelland, President,
Saskatoon Regional Medical Association
Dr. Angelina Lukwinski, PAIRS rep

Rural Chiefs of Staff

Humboldt and area:	Dr. Warren Huber
Rosthern and area:	Dr. Morris Markentin
Lanigan and area:	Vacant

HEALTH CARE ORGANIZATIONS AND OTHER RELATIONSHIPS

The Health Region works closely with a number of affiliated agencies and other health care organizations in providing services and programs to residents of the Health Region and the province. An affiliate, as defined by ***The Regional Health Services Act***, is an operator (other than the health region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the Act, is an affiliate, or an organization prescribed in regulation, that receives funding from a Regional Health Authority to provide health services.

The affiliates and health care organizations that received funding through the Health Region in 2006-2007 are listed in the table below.

Affiliates	*Service provided*
Bethany Pioneer Village Inc.*	Long term care services
Central Haven Special Care Home Inc.*	
Circle Drive Special Care Home Inc.*	
Duck Lake and District Nursing Home Inc.*	Long term care and day program services
Jubilee Residences Inc. (Porteous Lodge)*	Long term care services
Jubilee Residences Inc. (Stensrud Lodge)*	
Lakeview Pioneer Lodge Inc.*	
Luther Care Communities (Lutheran Sunset Home)*	Long term care, respite and day program services
Mennonite Nursing Home Inc.*	
Oliver Lodge*	Long term care, respite and day program services
Saskatoon Convalescent Home*	Long term care services
Sherbrooke Community Society Inc.*	Long term care, respite, and day program services
Spruce Manor Special Care Home Inc.*	Long term care services
St. Ann's Senior Citizens Village Corporation*	
St. Elizabeth's Hospital, Humboldt**	Acute, outpatient and community services
St. Joseph's Home for the Aged*	Long term care services
Strasbourg and District Health Centre ***	Primary health services
Sunnyside Adventist Care Centre *	Long term care and respite services
Warman Mennonite Special Care Home Inc.*	Long term care services

Notes respecting relationship and accountability to the Health Region:

* *Operating agreement outlining contractual obligations; audited financial statements*

** *Agreement for the Health Region to provide payroll, finance, human resource, materials management and information technology services; contribute to performance statistics reported by the Health Region; audited financial statements*

*** *Funding arrangement for services; audited financial report*

Other contracted organizations assist the Saskatoon Regional Health Authority in achieving its goals. The community-based organizations and third parties that received funding through the Health Region in 2006-2007 are listed in the table below.

Community-based organizations and third parties	*Service provided*	*Relationship and accountability to the Health Region*
Autism Treatment Services of Saskatchewan Inc.	Home and community-based support, counselling and treatment services to autistic children and youth and their families	Contractual agreement outlining obligations; quarterly reports and audits; annual financial report.

Community-based organizations and third parties	*Service provided*	*Relationship and accountability to the Health Region*
Canadian Mental Health Association	Pre-vocational and vocational programs for adults disabled with long term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Community Health Services (Saskatoon) Association Ltd.	Primary health services	Partnership agreement; annual report covering delivery of services, revenues and expenditures under agreement; accounts, records or information upon request.
Cosmopolitan Industries Ltd.	Programming to enhance daily living skills for adults who are severely mentally and/or multiply challenged	No formal agreement; receive annual grant; annual report.
Crocus Cooperative	Prevocational and vocational programs for adults disabled with long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Elmwood Residence Inc.	Residences and programming for intellectually challenged individuals	No formal agreement; receive annual grant; annual report.
George Bailey Counselling Centre	Counselling for individuals and families for drug, alcohol or gambling addictions	Contract to provide addiction services to Humboldt and area; audited financial statement; annual report.
Humboldt and District Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Langham Senior Citizens Home	Long term care services	Contractual agreement; reports, records, and information provided as necessary on the provision of services
Lanigan and District Ambulance Association	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
M.D. Ambulance Care Ltd.	Pre-hospital ambulance and emergency care, interfacility transfers	Contractual agreement outlining reciprocal obligations; monthly statistics; audited financial statements.
Midway Ambulance Care Ltd.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.	Long term care services	Contractual agreement; share financial and other information as necessary on the provision of services
Quill Plains Ambulance Care Ltd.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Rosthern and District Ambulance	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; monthly performance status reports.
Saskatoon Crisis Intervention Services, Inc.	Crisis management for adults disabled by mental illness and problems maintaining connections with other agencies.	Contractual agreement outlining obligations; quarterly reports and audits; annual financial report.
Saskatoon Housing Coalition, Inc.	Operates Supportive Apartment Living Program, and provides outreach and Group Home Services for adults disabled by long term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Senior Sisters of Sion Residence	Long term care services	Grant funding.
Shamrock Ambulance Care Inc.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.

Community-based organizations and third parties	*Service provided*	*Relationship and accountability to the Health Region*
Strasbourg Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
Student Wellness Initiative Toward Community Health (SWITCH)	Primary health services in student managed inter-professional clinic	Service agreement; provide financial and performance information on request.
University of Saskatchewan Student Health Centre	Primary health services	Grant agreement; annual report covering delivery of services, revenues and expenditures under agreement; accounts, records or information upon request.
Wakaw Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; financial statements; performance status reports provided on request.
Wynyard and District Community Health Clinic Assoc. Ltd.	Primary health services	Annual report and audited financial statements.

The Health Region has an important relationship with the University of Saskatchewan. Links between the organizations exist at many different levels. A master affiliation agreement is supplemented by memorandums of agreement and memorandums of understanding where roles and responsibilities require clarification for specific initiatives, programs and services.

In addition, the Health Region has many informal planning and working relationships with special interest and support groups, community-based organizations and other human services agencies.

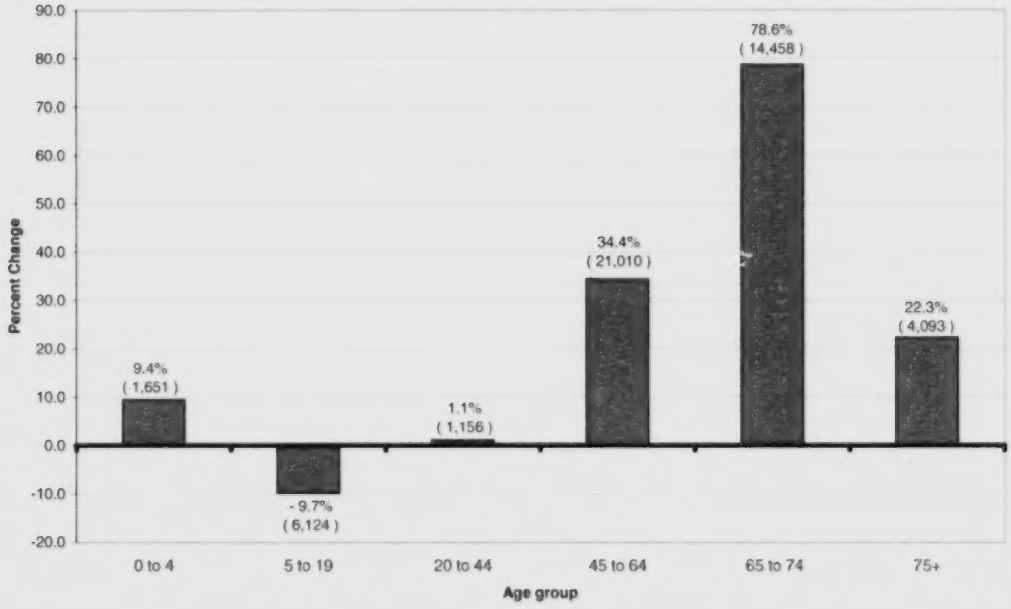
OUR REGION

The overall health of the Saskatoon Health Region population is significantly influenced by the socio-economic conditions faced by our residents. The following highlights of the Region's environmental scan note key geographical, social and economic factors that influence regional priorities, actions and results. The scan relies heavily on the findings of the Health Region's **2004 Health Status Report**. Updated information is included where it is available.

OVERVIEW

While the health care needs of Health Region residents will grow relatively slowly overall, the mix of needs will change as the population grows, ages and urbanizes, and as the Aboriginal population evolves. As shown in the table below, the age structure of the Health Region is expected to change, as the oldest groups increase in size and the youngest remain relatively stable or decline.

Estimated Population Percent Change for Saskatoon Health Region, 2001-2021, by age group



The overall health status of the Health Region's residents is quite good compared to other health regions and the province as a whole. However, many differences in health status are observed between groups within the population when health determinants, behaviours and outcomes are analyzed by: ethnic minorities (especially Aboriginals and recent immigrants/refugees) versus majorities, rich versus poor, and rural versus urban; and between age groups and genders.

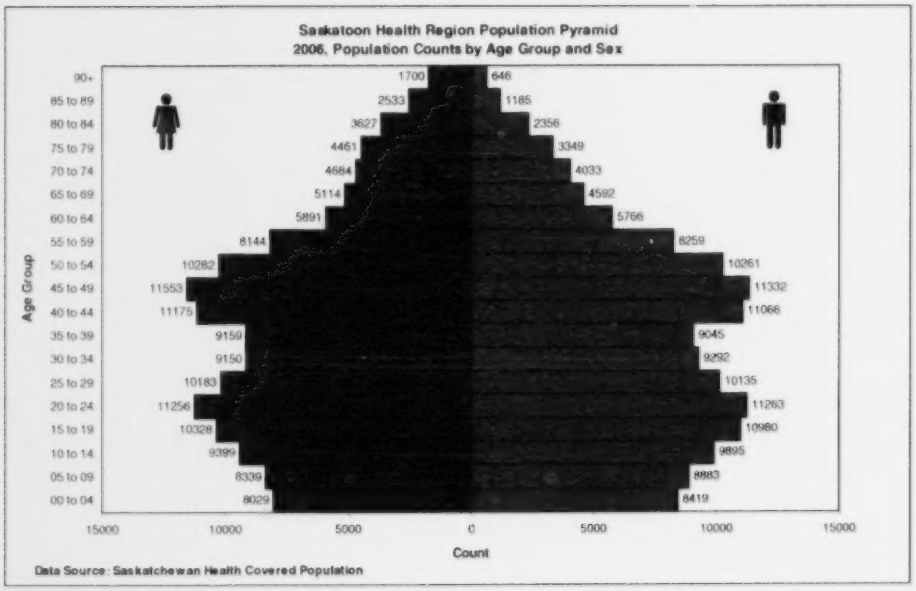
A recent study, conducted by the Health Region and published in the Canadian Journal of Public Health in 2006, compared the health status of residents from six adjacent low income neighbourhoods to the rest of the city. The study found alarming disparities in

suicide attempts, mental disorders, injuries and poisonings, diabetes, chronic obstructive pulmonary disorder, coronary heart disease, chlamydia, gonorrhoea, hepatitis C, teen births, low birth weights, infant mortality and all cause mortality. Another report submitted for publication found that the rate for child immunization coverage in Saskatoon's six low income neighbourhoods was less than half the rate for affluent neighbourhoods.

The Health Region has taken a lead role in submitting intervention research grants to help address health disparities, and will continue its advocacy role to promote the understanding of the social determinants of health. Work is needed to determine how best to decrease disparities through the right mix of population level and risk group interventions, and changes in the way the Health Region delivers services. An Action Plan is being finalized and includes enhanced services and innovative programming in the low income neighbourhoods. The Health Region has increased funding and resources to address needs such as childhood immunization and high rates of sexually transmitted diseases in these neighbourhoods. The new West Winds Primary Health Centre and the Students' Wellness Initiative Toward Community Health (SWITCH) program will enhance access to primary care.

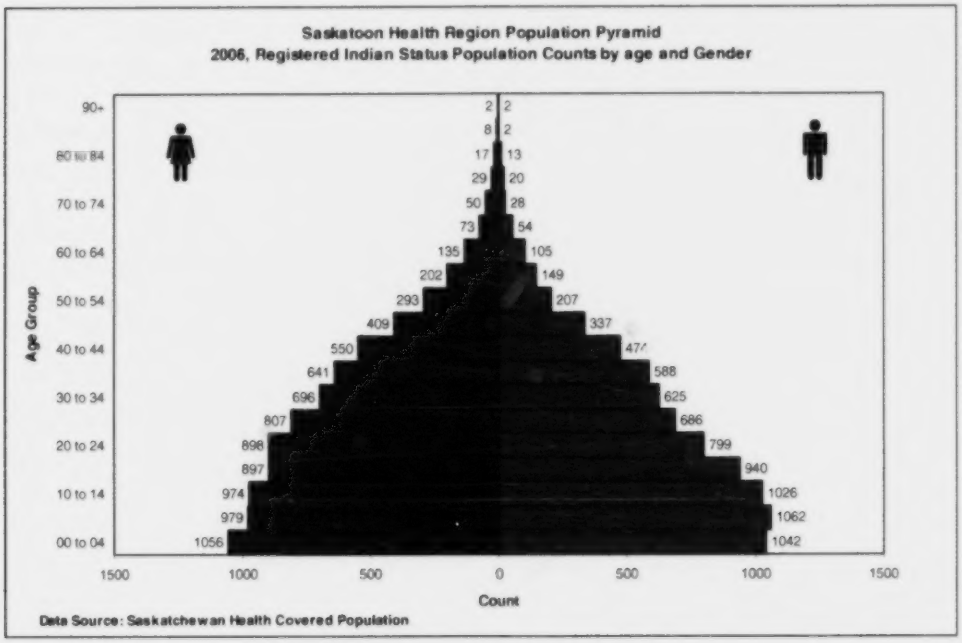
THE POPULATION OF SASKATOON HEALTH REGION

According to Statistics Canada data, the population of the City of Saskatoon increased by 2.8% over the last five years – from 196,861 in 2001 to 202,340 in 2006. The Saskatoon Census Metropolitan Area (CMA) – the City and surrounding area – increased from 225,927 to 233,923, an increase of 3.5% over that time period. While data for the population of Saskatoon Health Region are not yet available for 2006, these figures suggest that our population has increased from its 2001 level of 276,457. In the absence of those data, we report population totals and structures based on the Saskatchewan Health Covered Population data, which include residents that were issued a Saskatchewan Health Card.



According to the Saskatchewan Health Covered Population Data, the population of Saskatoon Health Region was 285,762 in 2006 and was comprised of 145,007 (50.7%) female and 140,757 (49.3%) male residents.

A total of 16,876 people are identified as having Registered Indian Status (RIS) in the Health Region. The largest proportion of this population falls in the 0-4 age range.



Saskatoon Health Region is the largest health region in Saskatchewan, accounting for 28.5% of the provincial population. Almost three quarters (73.2%) of the Health Region's population lives in the City of Saskatoon. The population living outside Saskatoon tends to be older than the City's population - 15.5% of the rural population is over the age of 65, compared to 12.6% in the city.

Of the 16,876 people identified as having Registered Indian Status (RIS), 80.5% live within the City of Saskatoon and represent 6.5% of Saskatoon's population. The Aboriginal population has a very different age structure from the overall population, as 47.6% of those with RIS are less than 20 years of age, while the under-20 proportion of the rest of the City's population accounts for just 25.6% of the total.

HEALTH-RELATED BEHAVIOURS INFLUENCED BY ECONOMIC AND SOCIAL CONDITIONS

According to the 2005 Canadian Community Health Survey (CCHS 3.1), of respondents with total household incomes not exceeding $15,000, 38.4% reported that their health was Excellent or Very Good. Of respondents in households with incomes of $80,000 or more, 74.7% reported Excellent or Very Good health.

According to the Statistics Canada Labour Force Survey, the **unemployment rate** in the CMA of Saskatoon was 4.4% in 2006. The national average was 6.3%.

Statistics Canada census data from 2001 designated 12.8% of the Health Region's families as **low income**, compared to 11.8% provincially and 12.8% nationally.

Saskatoon's **crime rate** has declined modestly from its 2003 level, according to CMA Data published by the Canadian Centre for Justice Statistics (Statistics Canada). The crime rate per 100,000 residents fell from 15,145 in 2003 to 13,236 in 2005.

In 2006-2007, the Health Region conducted a survey entitled *The Saskatoon Adult Health Survey* to identify the **smoking behaviours** of our residents. Of all those who responded to the survey, which was representative of the population of the community, 23.5% were active smokers. We observed differences in smoking behaviour on the basis of income level, education level and cultural group.

Of those residents who reported that their household income was less than or equal to $25,000, 37.2% reported they were active smokers. In contrast, 20.6% of respondents in households with incomes between $25,000 and $75,000 and 12.6% of respondents in households with incomes greater than $75,000 reported that they were active smokers.

More than one third (35.2%) of residents who did not graduate from high school were active smokers, compared to 27.9% of residents who had completed high school but no post-secondary education. Just 17.5% of respondents who had completed some form of post-secondary education reported that they were active smokers.

The survey also identified differences between cultural groups. Of the Aboriginal residents who responded to our survey, 44.5% indicated that they were active smokers. This is compared to 18.8% of Caucasian residents who responded to the survey and 17.7% of respondents from other backgrounds.

In 2006, 49% of the Health Region's residents engaged in enough **physical activity** to receive health benefits; an increase from 36% in 2000 when our physical activity strategy, ***in motion***, was launched. Physical activity levels of children and youth have increased even more. Furthermore, in 2005, 76% of residents stated that they were familiar with ***in motion*** and nearly half indicated that the program helped make positive changes in their health behaviours.

Reported cases of notifiable Sexually Transmitted Infections (STIs) are increasing nationally, provincially and locally. **Chlamydia** rates throughout the Health Region have steadily increased over the past nine years. During this time, the 12 month moving average of reported cases has doubled from approximately 46 cases per month to approximately 92 cases per month. Chlamydia crude rates for both sexes reached 381.8 per 100,000 residents in 2006, an increase of 8.9% over last year, with the highest rates in females between the ages of 15 and 24. Although a large surge in the percentage of male cases occurred between 2000 and 2003, this trend appears to have ended. Since 2004, approximately 60% of cases per year affected female patients. This rate has been highly consistent over this time period.

An annual increase of 8% per year since 2000 has doubled **Gonorrhea** rates to nearly 77.3 cases per 100,000 residents over that time period. The rate may have hit a peak in mid 2005 as it has been decreasing since. The highest rate of gonorrhea for both sexes was observed in residents between the ages of 15 and 24.

The number of new **HIV** cases has been increasing since 2004. Sixteen (16), 40 and 55 new cases were reported in 2004, 2005 and 2006 respectively. The 2006 crude rate of HIV was 19.3 per 100,000 residents. In 2005, a cluster of HIV cases associated with injection drug use was identified through enhanced partner notification and testing of sexual, injection drug and social contacts.

Needle exchange and condom distribution programs are examples of **harm reduction** strategies to reduce transmission of STIs and blood borne pathogens. In 2006, 955,000 clean needles were distributed – an increase of nearly 25% over 2005 levels – and a return rate of 87% was observed. We expect to issue over 1,200,000 needles in 2007. Condoms were distributed by our Street Health program on nearly 3,400 visits.

Levels of newly reported cases of **Hepatitis C** have remained fairly stable since 2004, when 251 cases were reported. In 2005, 214 cases were reported, while that number increased slightly to 234 new cases in 2006.

During the 2006-2007 reporting period, 5 **Precautionary Drinking Water Advisories** (PDWA) and 6 **Emergency Boil Water Orders** (EBWO) were issued. At any given point throughout the year, there may be PDWAs or EBWOs in effect from the previous reporting period. In addition, many Advisories and Orders are rescinded throughout the year. The numbers reported above reflect the number of *new* PDWAs and EBWOs issued in 2006-2007.

Immunization coverage rates for children at their second birthday have remained relatively unchanged from the previous year. In 2005-2006, 73.7% of infants received immunization for Diphtheria. That number fell slightly in 2006-2007 to 72.0%. In 2005-2006, 69.6% of infants received immunization for Measles. The immunization rate for Measles in 2006-2007 increased to 71.2%.

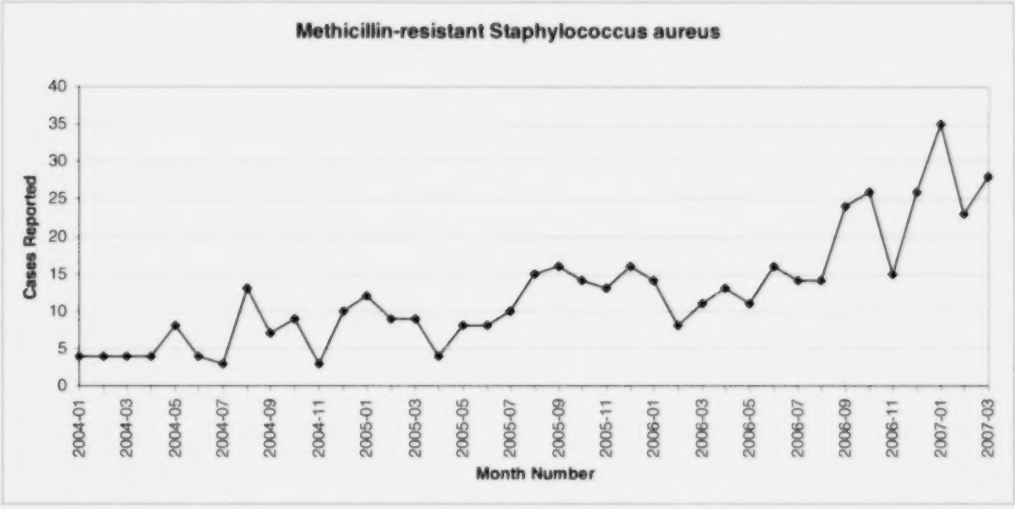
Incidence of **Pneumococcal disease** increased slightly in 2006-2007 across parts of Western Canada, predominantly in the intravenous drug using population and other high risk groups. The Health Region continues to work with our partners to enhance immunization coverage in these groups in order to prevent disease.

Ten (10) outbreaks of **Norovirus** gastrointestinal infection occurred in the community in 2005 and 14 outbreaks occurred in 2006.

The Health Region continues to serve **tuberculosis** patients through the provincial Tuberculosis Control Program. In 2005, there were 127 new cases of tuberculosis reported, double the number reported in 2004 (63). The number of cases had fallen the four consecutive years prior. Of these, 23 occurred in Saskatoon, 15 in Regina, and the remaining 81 in Northern Saskatchewan. Of the 127 new cases reported, 88 occurred in residents with Registered Indian Status, 29 in Metis residents, 4 in Caucasian residents,

and 6 in residents who were born outside of Canada. Numbers are not yet available for the 2006 calendar year.

The rate of **Methicillin-Resistant *Staphylococcus aureus* (MRSA)** has continued to increase dramatically, as 73 cases were reported in 2004, 128 in 2005 and 192 in 2006.



HEALTH STATUS AND OUTCOME INDICATORS

Population health indicators help the Health Region set priorities and monitor the success of interventions. Areas of concern include immunization rates of children, incidence of sexually transmitted infections and diabetes prevalence. Areas that require improvement include obesity/overweight levels and physical inactivity rates.

Many of the indicators have changed only slightly since last year. The **self-rated health status** of the Health Region's residents who reported their health as very good or excellent declined from 62.3% in 2003 to 57.96% in 2005. The provincial average also declined, from 59.5% to 52.3% over the same time period.

The proportion of residents self-reporting that they were **overweight or obese** decreased slightly since the last report. This is the second consecutive year that a small decrease has been reported for this indicator. The Health Region's rates are lower than the overall provincial rate, possibly attributable in part to the ***in motion*** campaign. The percentage of respondents age 12 years and over who indicated that they were **active or moderately active** has remained relatively stable since the last report, while the percentage of inactive respondents has actually increased slightly.

Age-adjusted **diabetes prevalence** rates throughout the Health Region increased by 1.2% over the last report.

Smoking rates for males have remained constant, while rates for females in the Health Region increased substantially between 2003 and 2005 approaching the 2000/01 rates. The overall provincial rate for females was stable.

The **injury hospitalization rate** for children and youth has decreased slightly for both males and females since the last report.

Saskatoon Health Region 2006-2007 results based on Saskatchewan Health performance dashboard indicators for health status		
Infant mortality rate per 1,000 live births *2002-2004*		4.2
Life expectancy (at birth) *2001*	Males	76.7
	Females	82.3
Life expectancy (at age 65 years) *2001*	Males	16.9
	Females	21.1
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent *2005*		57.96%
Percentage of population (age 18 to 64 years) who are overweight or obese *2005*	Overweight (BMI 25.0-29.0)	30.63%
	Obese (BMI 30.0+)	16.88%
Percentage of population (age 12 years and over) who report physical activity participation levels of active / moderately active or inactive *2005*	Active / moderately active	50.41%
	Inactive	48.55%
Age-adjusted diabetes prevalence rate per 1,000 population *2004/2005*		49.1
Injury hospitalization rate per 1,000 population (age 0 to 19 years) *2004/2005*	Males	7.3
	Females	4.8

CANADIAN INSTITUTE FOR HEALTH INFORMATION (CIHI) REVIEW

In May 2007, CIHI released the Health Indicators 2007 report that gives information on a common set of indicators for larger health regions across Canada. **The data used for the 2007 CIHI report were from fiscal year 2005-2006 (or early) and calendar year 2005.**

The report shows that the Health Region had 135 specialist physicians per 100,000 population, well above the national average of 93. There were 101 family physicians per 100,000 population, slightly above the national average of 98.

We did 199.2 knee replacement procedures and 132.4 hip replacement procedures per 100,000 population age 20 years and older. The rates for knee replacements and hip replacements were significantly higher than the Canadian average (149.4 for knees and 101.5 for hips). Saskatoon Health Region in conjunction with the Saskatchewan Surgical

Care Network targeted the completion of additional hip and knee procedures as we work to reduce the backlog of long waiting patients.

The 2007 CIHI report highlights the impact of hip fractures on patients and the overall health system. The Health Region's hip fracture hospitalization rate is down from 538 per 100,000 population age 65 and over in the 2006 report to 496 in the most recent report. The Health Region has fewer hip fracture admissions to hospital compared to the Canadian rate of 502 in the 2007 report.

Of concern is the Health Region's in-hospital hip fracture rate. It has increased from 1.0 per 1,000 discharges among acute care patients age 65 and over (in the 2006 report) to 1.3 in this year's report. The rate of 1.3 is significantly higher than the national rate of 0.8 in the 2007 report. Saskatoon Health Region will continue to develop and implement a fall prevention strategy across the continuum of care.

Wait times for hip fracture surgery shows that 52.2% of the hip fracture cases for patients age 65 and older have surgery either the *same day or next day* compared to the national average of 65.2%. However, our rate improves to 80.1% when measured over the *same day, next day or day after* placing the Health Region closer to the national average of 84.5%. A consolidated orthopaedic trauma unit was implemented at the Royal University Hospital site during this time frame, with dedicated operating room time, in order to improve access for this group of patients.

Our Health Region has fewer overnight hospital stays for conditions where adequate primary health care in the community can prevent hospitalization. Areas for improvement include hospitalization rates due to injuries in the community, and hysterectomy and prostatectomy readmissions. (Even though there is still room for improvement both the hysterectomy and prostatectomy readmission rates have decreased since the last report). The 30-day in hospital stroke mortality rate has risen since the last report and is above the national average. The plan for an integrated stroke strategy has already been developed. In conjunction with our priorities in the strategic plan, the recruitment of a stroke coordinator, establishment of a stroke steering committee and establishment of a stroke clinic will occur during 2007-2008.

For most other indicators the Health Region is slightly above, at or slightly below the Canadian average.

2006–2007 RESULTS AT A GLANCE

INTRODUCTION

The roles and responsibilities of the Saskatoon Regional Health Authority are defined in ***The Regional Health Services Act*** and regulations, and include the planning, organization, delivery and evaluation of health services. These functions are addressed through the Health Region's governance and operational structures and processes. Plans and services are aligned with the strategic directions set by government for the health care system in Saskatchewan and the expectations of the Health Region contained in the Regional Health Authority's 2006-2007 Accountability Document. This section highlights key results that are discussed in more detail in the *Performance Results* section that follows.

KEY RESULTS

Goal 1 – Improved access to quality health services

In 2006-2007, Saskatoon Health Region …

- Opened the West Winds Primary Health Centre
- Improved the efficiency with which we admit patients to Special Care Homes
- Advanced our Live Well™ with chronic conditions program
- Improved access to Mental Health & Addictions Services
- Continued implementation and planning of Project Hope
- Opened the Irene and Leslie Dubé Centre of Care (Breast Health Centre)
- Improved the capacity of Emergency Medical Services
- Improved access to Cardiac Catheterization Services
- Addressed needs in the areas of Surgical Services and Diagnostic Imaging

Goal 2 – Effective health promotion and disease prevention

In 2006-2007, Saskatoon Health Region …

- Produced the *Health Disparity by Income Neighbourhood* study and initiated the Building Health Equity Project in Saskatoon
- Monitored and managed institutional infectious disease outbreaks such as norovirus and scabies
- Provided pandemic influenza information sessions for staff and the public
- Continued to implement the provisions of our Regional Smoking Policy
- Continued the production and broadcast of The Health Show
- Held a workshop to discuss health concerns of new immigrants to Canada
- Opened the new International Travel Centre location
- Delivered the Travelling Diabetes Resource Program (TDRP)
- Provided 39% of our health care staff with immunization for influenza
- Awarded $80,000 to 9 community groups for various wellness initiatives
- Raised West-Nile awareness
- Held meetings with Aboriginal groups to enhance partnerships and work toward improving health status of individuals

Goal 3 – Retain, recruit and train health providers

In 2006-2007, Saskatoon Health Region …

- Responded to findings of the 2005 Employee Opinion Survey
- Provided learning and training experiences for managers
- Held workshops in preparation for a changing workforce
- Continued to recognize the service of employees and physicians
- Continued the BRAVO Awards, to enable employees to recognize contributions of their co-workers
- Continued to provide Aboriginal Awareness Training to Health Region employees
- Launched the new Saskatoon Health Careers website
- Initiated the Step Into Health Careers program
- Collaborated with the College of Medicine in development of a physician human resource plan
- Continued to track sick leave hours, wage driven premium hours and WCB claims
- Continued to emphasize recruitment and retention of physicians and staff, exhibiting a net increase of 23 physicians and 345 staff

Goal 4 – A sustainable, efficient, accountable and quality health system

In 2006-2007, Saskatoon Health Region …

- Held internal and external stakeholder meetings to develop the new Strategic Plan
- Released the new Strategic Plan in October 2006
- Continued work on Service Alignment
- Announced the location and continued planning development of the Maternal and Children's Hospital at Royal University Hospital
- Released our *Report to the Community*
- Celebrated the 100th Anniversary of St. Paul's Hospital
- Provided education on quality improvement methodology
- Held the 2006 Quality Awards and a Quality and Safety Summit
- Continued to implement *Safer Healthcare Now* initiatives
- Participated in Health Quality Council initiatives
- Implemented the Pressure Ulcer Prevention Project
- Employed Failure Mode Effects Analysis (FMEA) to identify where people, equipment, supplies, information systems and processes encounter problems
- Assessed the condition of facilities at Royal University Hospital, St. Paul's Hospital, Saskatoon City Hospital, and the Parkridge Centre, using the Facility Condition Index
- Invested in facilities, infrastructure, major capital projects and information technology
- Informed the public on discussions about tubal ligation issues at St. Elizabeth's Hospital through frequent news releases
- Took joint action to assess public opinion on the future governance of St. Elizabeth's Hospital
- Announced the transfer of Humboldt hospital site governance and management to the Saskatoon Health Region
- Approved the Humboldt Health Services Redevelopment Project functional program and conceptual plan
- Announced the unified medical leadership
- Introduced an internal audit function

- Held a news conference related to multi-disciplinary review of Paige Hansen case
- Held a joint announcement with Saskatchewan Health on new medical imaging technology
- Hosted a family-centred care conference

Financial Summary

- Balanced budget for third consecutive year
- Reported an operating surplus of $1.4 million

Sustained Operations

The Health Region was generally expected to sustain existing programs and services, in both urban and rural areas, consistent with operations in 2005-2006. The results for 2006-2007 were generally in line with the volumes from previous years, but some increases or decreases were evident. A number of volumes remained stable over the previous year, though it is important to note that service volumes do not necessarily reflect demand for services.

The following table highlights volumes over a five-year period for some of the services delivered by the Health Region.

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Admissions (Adult and Child)					
Saskatoon only	34,857	34,968	35,299	35,729	35,104
Rural only	n/a	n/a	n/a	4,384	4,104
SHR Total				40,113	39,208
Average Daily Census Adult & Child					
RUH	300	309	309	317	318
SCH	162	179	176	188	192
SPH	150	159	161	168	164
Saskatoon only	612	647	646	673	674
Rural only	n/a	76	69	53	63
SHR Total	n/a	723	715	726	737
Average Length of Stay (Days)					
Saskatoon only	6.20	6.50	6.50	6.62	6.74
Rural only	n/a	n/a	n/a	5.86	5.71
SHR Total	n/a	n/a	n/a	n/a	6.64
*(Includes Newborns)					
As of 2004-05 length of stay includes days stay in Emergency					
Adult & Child Patient Days					
RUH	109,592	112,838	112,629	115,850	115,972
SCH	58,997	65,380	64,513	68,464	69,952
SPH	54,838	57,890	58,816	61,413	59,936
Saskatoon only	223,427	236,108	235,958	245,727	245,860
Rural only	n/a	27,868	26,136	19,510	23,177
SHR Total	n/a	263,976	262,094	265,237	269,037
Newborn Admissions					
RUH	3,832	3,901	3,840	3,817	4,069
Rural	150	152	112	88	82
SHR Total	3,982	4,053	3,952	3,905	4,151

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Total Surgery by site *excludes long waiters					
*RUH	7,322	7,149	6,699	7,055	7,059
*SCH	15,408	15,347	15,278	14,604	14,086
*SPH	10,568	10,566	10,652	10,937	10,797
*Long Waiters			415	779	648
*(Saskatoon Only)	33,298	33,062	33,044	33,375	32,590
Rural Only	1,597	1,357	1,162	955	725
SHR Total	34,895	34,419	34,206	34,330	33,315
Emergency Visits					
RUH	44,244	45,938	47,384	50,576	51,333
SCH	15,926	16,477	15,931	17,067	16,860
SPH	46,224	45,605	43,500	43,148	42,872
Saskatoon Only	106,394	108,020	106,815	110,791	111,065
Rural Only	36,304	35,193	36,330	35,452	32,774
SHR Total	142,698	143,213	143,156	146,243	143,839
Ambulance Calls *incomplete volume					
Saskatoon only	18,345	20,583	21,087	22,891	22,987
Interfacility	2,515	2,813	3,077	3,523	3,343
Treat no transport	n/a	585	603	377	170
Rural only	2,853	3,180	3,121	*2,867	n/a
SHR Total	n/a	27,161	27,888	29,658	n/a
Home Care Services - Hands on – Nursing					
Saskatoon Nursing	74,917	78,711	76,614	78,185	n/a
Rural Nursing	14,391	15,039	15,060	18,955	n/a
SHR Total	89,308	93,750	91,674	97,140	n/a
Home Care Services - Hands on – Meals					
Meals	50,927	46,923	47,850	50,506	n/a
Rural Meals	43,588	46,196	43,266	40,885	n/a
SHR Total	94,515	93,119	91,116	91,391	n/a
Home Care Services - Hands on					
Home Care Saskatoon	220,113	217,091	199,533	203,116	n/a
Home Care Rural	82,145	79,003	75,597	64,828	n/a
SHR Total	302,258	296,094	275,130	267,944	n/a
Home Care - Average Monthly Clients					
Saskatoon	4,299	4,282	4,280	4,252	n/a
Rural	n/a	n/a	1,128	1,134	n/a
SHR Total			5,408	5,386	n/a
Long Term Care Wait List as of March 31st					
Saskatoon	27	64	66	135	66
Rural	49	29	20	19	10
SHR Total	76	93	86	154	76
Laboratory # of procedures					
Saskatoon	7,100,425	7,335,921	7,662,974	7,763,493	7,966,155
Rural	n/a	n/a	n/a	n/a	n/a
SHR Total					
General Radiography (# of exams)					
Saskatoon	141,114	136,905	138,839	143,864	142,339
Rural	n/a	n/a	n/a	22,482	23,207
SHR Total				166,346	165,546
Ultrasound (# of exams)					
Saskatoon			20,002	20,174	19,778
Rural			2,640	2,817	1,502
SHR Total			22,642	22,991	21,280
Nuclear Medicine (# of exams)					
Saskatoon SHR Total	15,951	14,943	15,830	16,251	15,565

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
SHR Immunization					
Preschool	18,567	18,575	19,895	30,570	33,210
School	18,496	16,574	17,769	13,800	15,693
Adult	2,907	3,165	3,326	2,543	3,005
Influenza	19,957	25,092	24,605	29,192	27,874
High risk/post exposure	948	896	1,087	1,247	1,102
International travel	7,513	7,386	9,425	9,647	10,785
Purchased	861	1,546	1,519	3,407	1,641
Occupational purchased				1,105	973
SHR Total	69,249	73,234	77,626	91,511	94,283

NOTE: Previous years' volumes may vary slightly from previously reported values due to updates to data
n/a = not available at this time or not applicable

2006–2007 PERFORMANCE RESULTS

INTRODUCTION

In 2006-2007, Health Region performance was directly related to the availability of financial, technological, equipment and human resources. The Health Region continues to face challenges in all of these areas and, in general, our experience mirrors the pressures and issues encountered in other health care systems. This year the Health Region also experienced some service disruptions due to the January blizzard and a norovirus outbreak within a hospital, both of which affected service access and service volumes. However, the Health Region achieved many important results in 2006-2007 in all its areas of responsibility.

The Health Region is a large and complex organization comprised of thousands of employees and partners engaged in planning, managing, and evaluating hundreds of programs and services. At any given time, many initiatives and accomplishments are taking place throughout the organization. In this section, some high priority and high profile performance results are described, including those that received a strong provincial focus in 2006-2007.

GOAL 1: IMPROVED ACCESS TO QUALITY HEALTH SERVICES

Overview

The provincial goal to improve access to quality health services is complemented by several of our new regional strategic goals, set out in our 2007-2010 Strategic Plan. Under our *Transforming the Care and Service Experience* direction, we pledge to put patients, clients and families at the centre of care and service, and recognize them as integral members of the care team. We will also improve care and service by providing more timely access to diagnostic, surgical and other services, and ensuring a smoother flow of patients and clients through the system. We plan to enhance safety, outcomes and other aspects of the *quality* of our care, introduce a seniors' health strategy, and improve and coordinate chronic disease management.

Access was a dominant theme in the Health Region's operations in 2006-2007, with wait times for services continuing to cause concern in a number of program areas. The highest profile access issues related to surgery and diagnostic imaging, consistent with developments across Canada.

West Winds Primary Health Care Centre

The Centre, officially opened in April 2006, is a joint initiative between the Health Region and the College of Medicine's Department of Academic Family Medicine at the University of Saskatchewan. It is a fully integrated Primary Health Centre with a broad range of services including individual health screening, intervention, treatment and population health promotion, located in one of the least serviced areas of the city from a health needs perspective. The Centre features a training program for Family Medicine

Residents and facilities for primary care research, thus contributing to an ongoing supply of family medicine practitioners for the province.

Admissions to Special Care Homes

This year the number of people on the wait list for Special Care Homes, and the number of Special Care Home admissions and discharges began to revert to more typical levels. The Health Region also improved its efficiency in making vacant beds ready for new admissions, which resulted in reduced waiting times.

Live Well™ with Chronic Conditions Program

This program helps residents with a chronic condition learn and practice self-management skills. In 2006-2007 two staff, who are certified T Trainers, supported 9 workshops (3 of which were in rural areas within the Health Region) with 102 participants. The program trained 15 leaders in Humboldt to support rural areas within the Health Region and 16 trainers to support Saskatoon. Peer Leaders were also trained in Sunrise Health Region and Kelsey Trail Health Region.

Changes in Mental Health & Addictions Services to Improve Access

As a result of an intensive review that occurred in 2005, some changes were made in 2006-2007 to improve wait times for Mental Health & Addictions Services. The Adult Community Addiction Program was altered so that clients referred to the Safe Driving Program could complete the program in 2 weeks rather than 4. Clients referred for general counselling, who previously waited 2 or more weeks, were seen the same day or on the next day. We have also worked to develop a 'seamless' system between detoxification and the community program. These changes have resulted in improved responsiveness across the breadth of mental health and addictions services that we provide.

Child and Youth Services has addressed access problems associated with the children's and youth programs. Over the last 3 years, the number of clients waiting for service has decreased by 60% while the number of active cases has increased by 30%. A continued focus on integration of services, the creation of multidisciplinary teams, and improved client centeredness are expected to result in further improvements into 2007-2008.

Project Hope

During 2006-2007, planning and implementation of targeted strategies in the Project Hope initiative continued. A location for the new Youth Facility was identified and consultations and preparation are underway with final approval expected in 2007. In the interim, the Calder Centre opened a 6 bed youth stabilization unit which has been running at near full capacity for the past year. A proposal to develop a residential facility to support parents seeking addiction treatment will be established once the Youth Facility has been finalized.

Other major projects have included the establishment of an Outreach initiative and community partnerships to deliver supported housing. Some of these programs are

partially running, while others are still in progress. We also made some enhancements to the Methadone program.

Irene and Leslie Dubé Centre of Care (Breast Health Centre)

In April 2006, the Irene and Leslie Dubé Breast Health Centre opened at Saskatoon City Hospital. The first year of operations has been a successful one of growth and development. The Centre offers a wide spectrum of Breast Health Care, including full field digital mammography (FFDM), nuclear medicine, dedicated breast ultrasound, prone stereotactic biopsy, Breast Magnetic Resonance Imaging (MRI), vacuum assisted breast biopsy, and galactograms. In the first 11 months of operation, the program conducted 1,657 breast-related examinations and interventions.

Improved Capacity for Emergency Medical Services (EMS)

In February 2007, the Provincial Air Ambulance Service announced the addition of 2 new planes for 2007-2008. The addition of the new planes and their capacity to carry more patients at a time, is expected to increase the efficiency and capacity of the service overall.

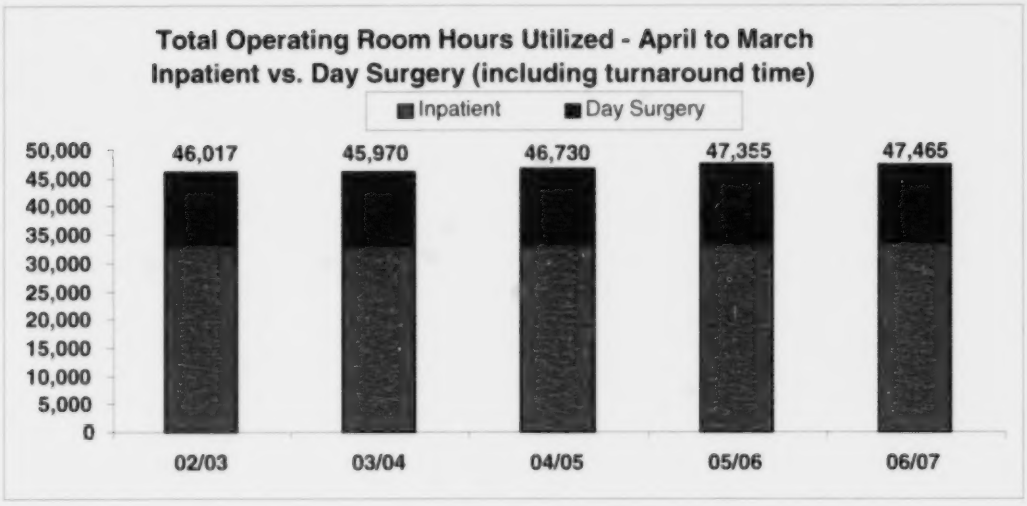
Two new ground ambulance units purchased by MD Ambulance in the fall of 2006 have contributed to maintaining and improving EMS response times.

Cardiac Catheterization Services

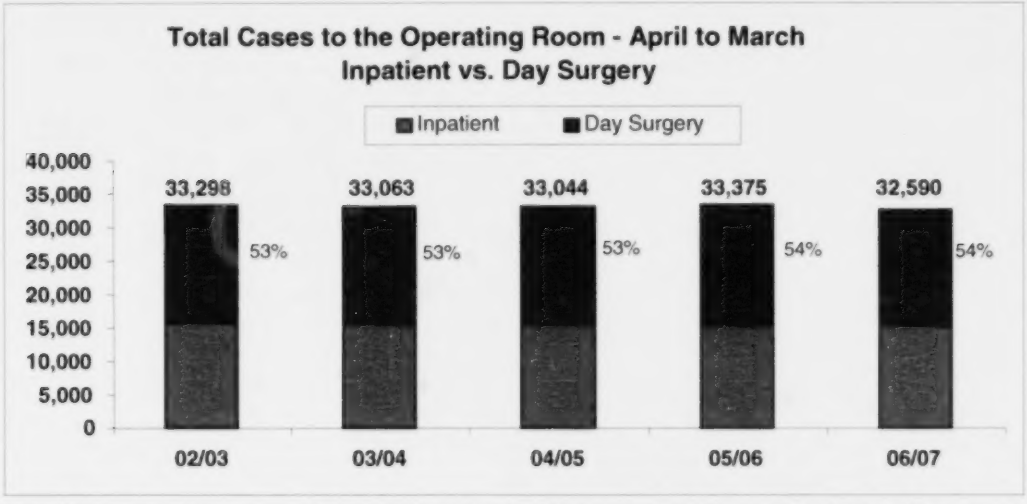
In 2006-2007, the Health Region completed renovations to one of our two cardiac catheterization laboratories. The opening of 6 cardiac short stay beds for patient recovery following catheterization procedures has improved the flow of patients through the catheterization laboratories. This has reduced the wait list for outpatient cardiac catheterization services by over half.

Surgical Services

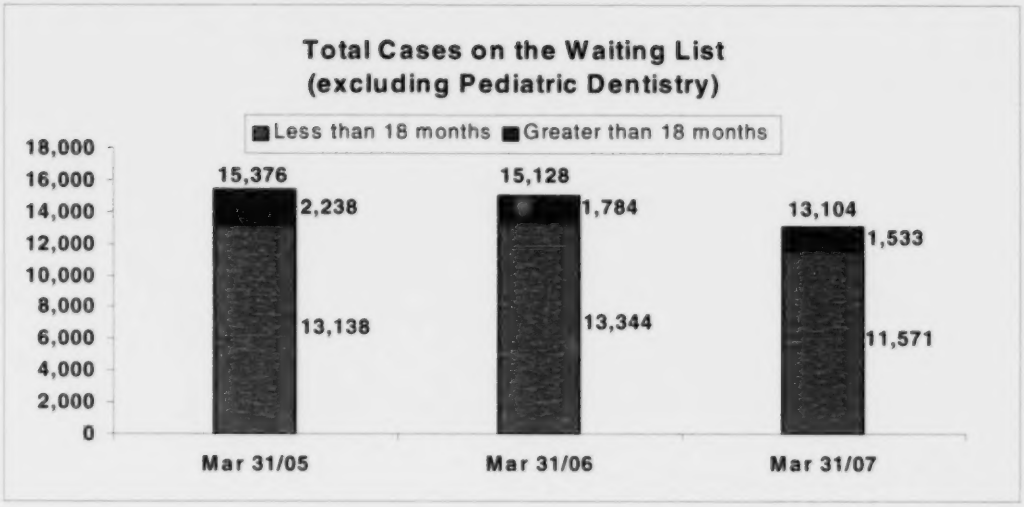
In 2006-2007, the Health Region's Surgical Services program continued to focus on reducing the number of patients who had waited in excess of 18 months for surgery and on increasing the volume of total hip and knee replacement procedures.



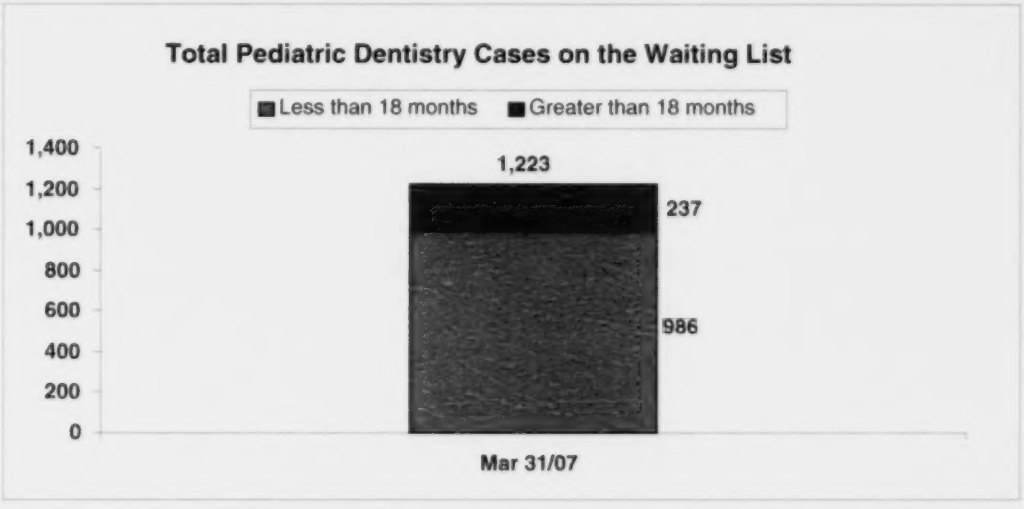
The number of operating room hours has increased over the last 3 years due to the separately funded long waiter surgery initiative.



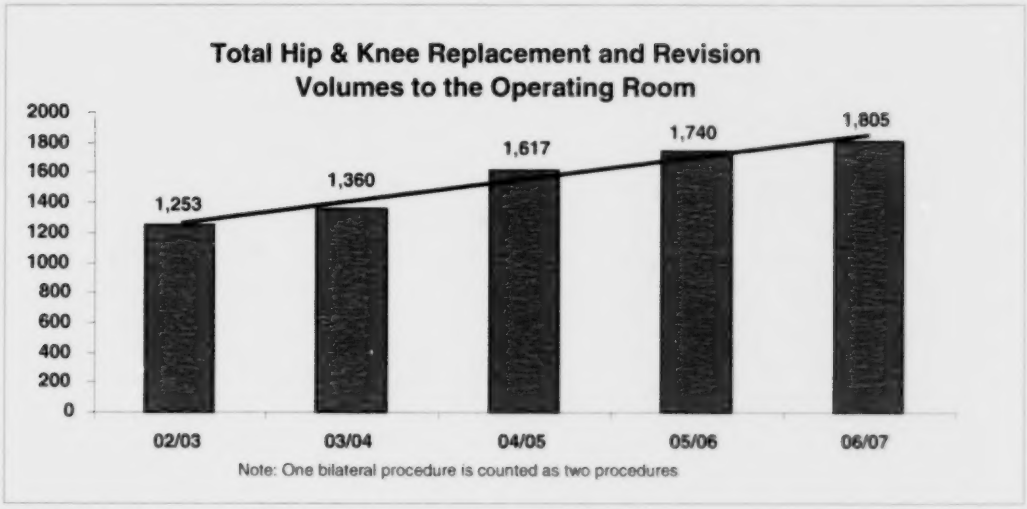
Lengthier procedures over the last several years have resulted in a reduction in the annual volume of procedures performed.



Since March 2005, the total number of patients awaiting surgery has decreased by 14.8% (2,272 cases). In addition to the decrease in total number of patients awaiting surgery, the number of patients waiting longer than 18 months has decreased by 31.5% (705 cases).

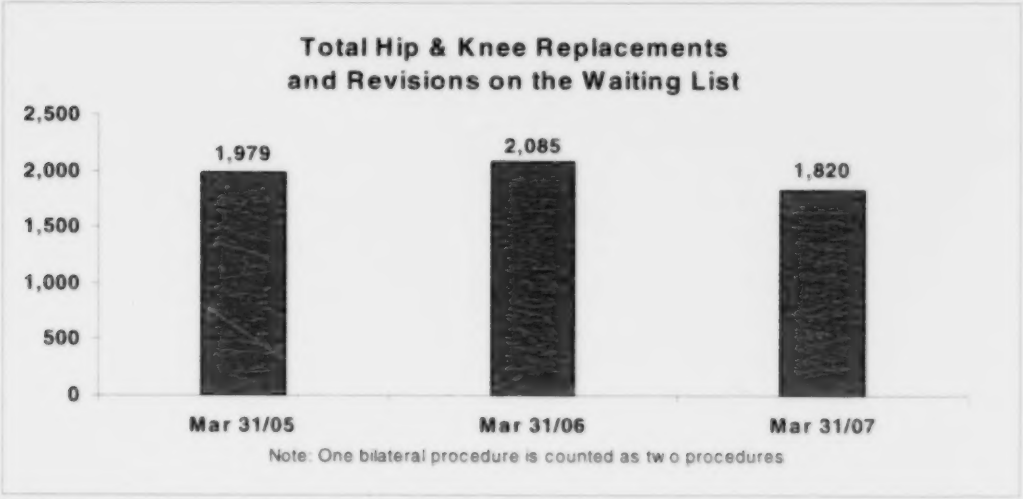


Until 2006, pediatric dental procedures requiring a general anaesthetic were performed at the University of Saskatchewan's Dental College or at Hospital Dentistry. In 2006, these procedures were performed in Health Region operating rooms. The graph above illustrates the number of pediatric dental procedures that were transferred to the Health Region surgical waitlist. The numbers reported in the graph above do not include the full backlog of pediatric dental cases being added to the wait list. Additional cases from the back log will continue to be added to the wait list in 2007.



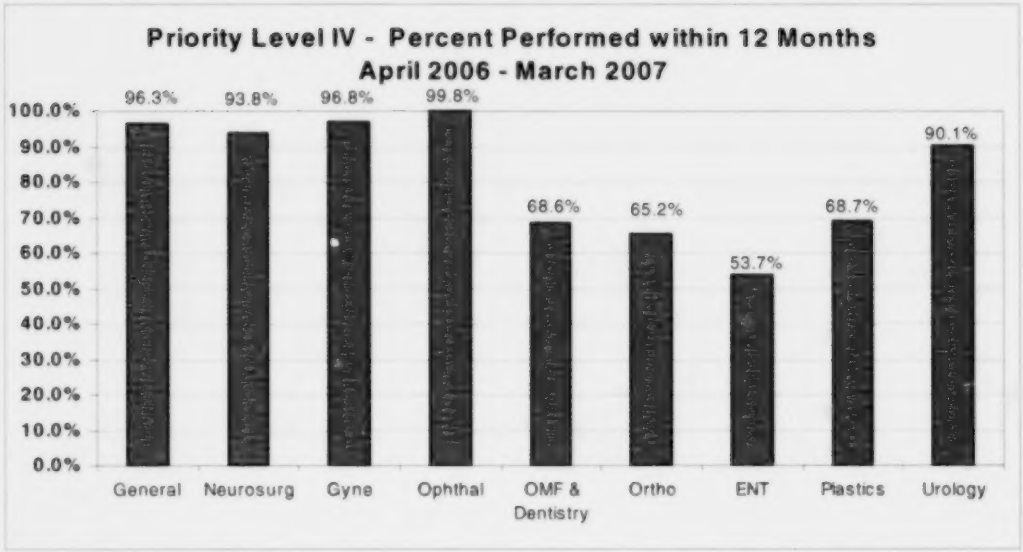
Excludes: *Austin Moore and Unipolar endohead & hemiarthroplasty procedures*

The number of hip and knee joint procedures performed has increased by 44% (552 procedures) since 2002-2003.



Excludes: *Austin Moore and Unipolar endohead & hemiarthroplasty procedures*

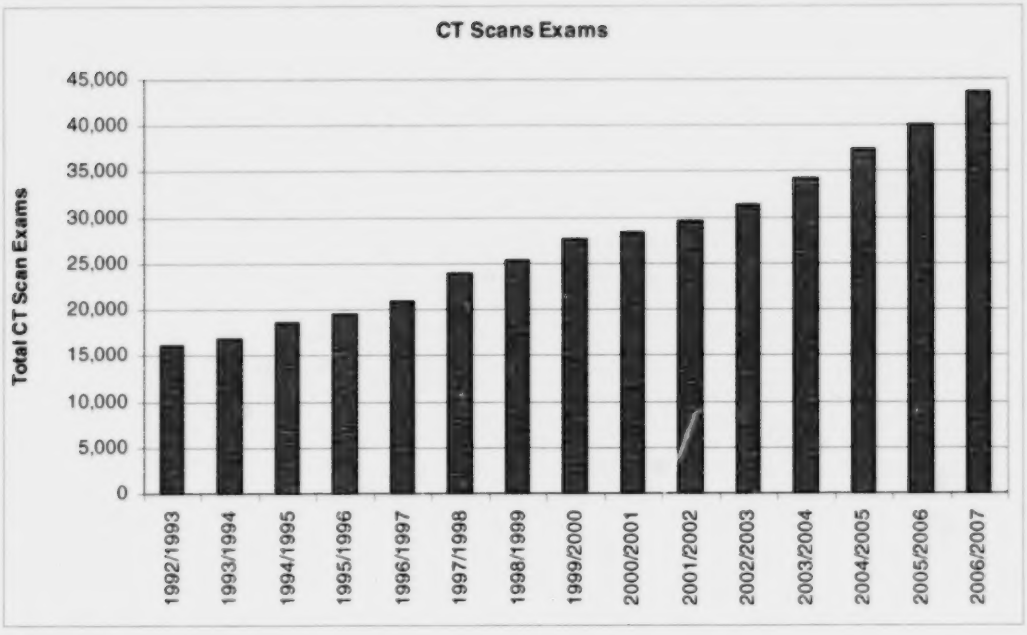
The number of hip and knee replacement and revision procedures on the wait list has decreased by 12.7% since March 2006.

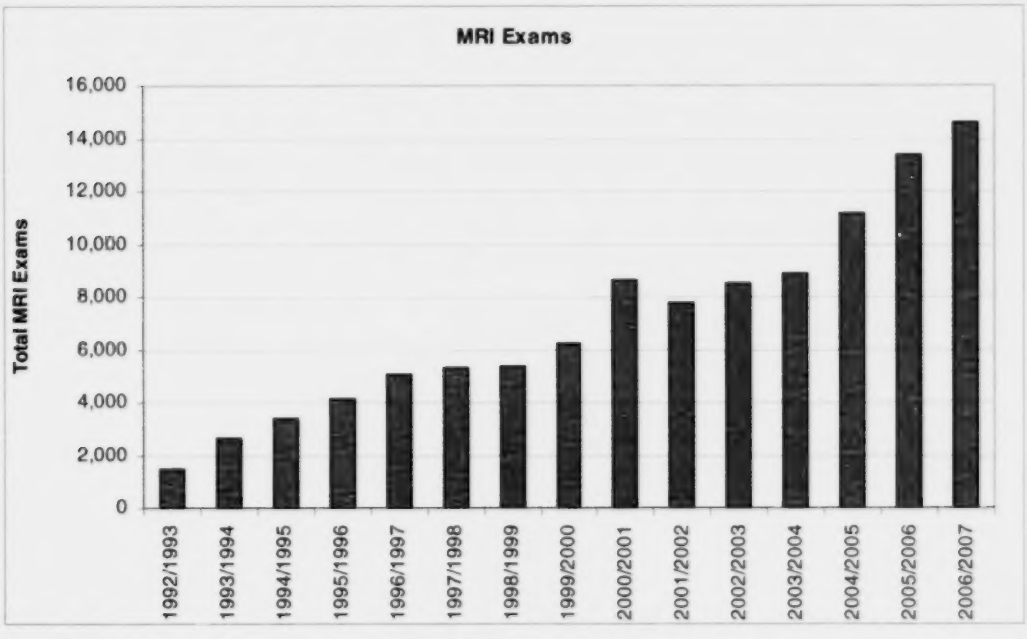


The provincial target is for 90% of patients categorized as a Priority Level IV to have their surgery performed within 12 months of the booking date. This graph illustrates that while several surgical services have met or exceeded this target, some services are not yet meeting the target.

Diagnostic Imaging

In 2006-2007 there were specific targets included in the Regional Health Authority's Accountability Document for Magnetic Resonance Imaging (MRI) scans, Computed Tomography (CT) scans and Bone Mineral Densitometry (BMD). CT scan volumes were 94.3% of target while CT patient volumes were 95.8% of target. MRI scan volumes were 93.1% of target while MRI patient volumes were 103.3% of target. BMD was 104.5% of target for exam volumes and 101.7% of target for patient volumes.

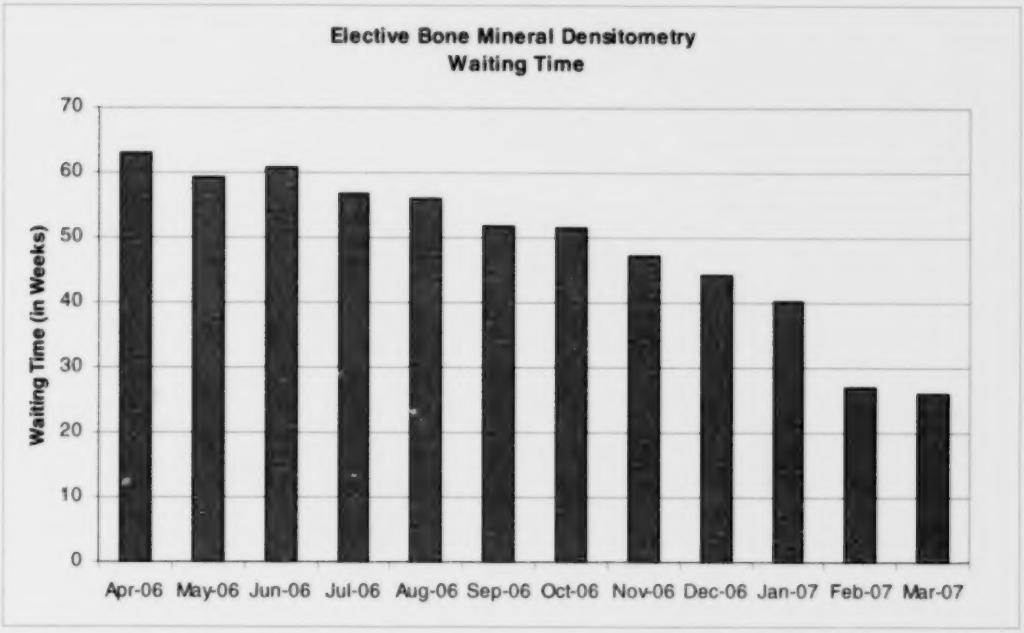




Even though the Health Region did not fully achieve the Accountability Document targets for all diagnostic imaging service areas in 2006-2007, we did experience significant volume increases. There was an 8.8% increase in CT exams and a 0.39% increase in CT patients over last year. Over the same time period, MRI exams increased by 9.5% and MRI patients increased by 16.8%. BDM exams increased 23.6% and BDM patients increased by 23.2% over last year.

As a result of the increased service level, BMD waiting times have been reduced by 59% in 2006-2007 from 63 weeks in April 2006 to 26 weeks in March 2007. In March 2007

the Health Region began planning for an external review of Nuclear Medicine Services, which includes BMD, with the review to occur in early 2007-2008.



The additional volumes performed in both CT and MRI has allowed the Health Region to make small improvements to waiting times for these services. This is significant, considering the increase in demand for these high technology diagnostic studies. Access to CT and MRI services continues to improve at a rate greater than or equal to the increased demand for these services.

The following table illustrates the Health Region performance on several key access indicators.

Saskatoon Health Region 2006-2007 results	
Number of exams as a percentage of agreed on target for magnetic resonance imaging (MRI) services	93.1%
Number of patients as a percentage of agreed on target for magnetic resonance imaging (MRI) services	103.3%
Number of exams as a percentage of agreed on target for computed tomography (CT) services	94.3%
Number of patients as a percentage of agreed on target for computed tomography (CT) services	95.8%
Cumulative number of surgical cases performed as a percentage of target and variance from target	97.9% -719
Percentage of Priority Level I, II, III and IV surgical cases completed within target time frames *	Level I 55.0% Level II 38.0% Level III 55.6% Level IV 82.9%
Average wait time for admission to alcohol and drug outpatient services	n/a
Average wait time for admission to alcohol and drug inpatient services	Adult – 23.2 Youth – 4.8
Average wait time for admission to alcohol and drug detoxification services	0.8

Saskatoon Health Region 2006-2007 results	
Average wait time for admission to alcohol and drug stabilization services	1.3
Percentage of RHA population with geographic proximity to primary health care teams	23.10%
Number of discrete clients receiving primary health care services in the RHA	10,939 – 12,600 per quarter
Number of Healthline calls for the RHA	23,323

* *In 2006-2007, the Saskatoon Health Region had partially implemented scheduling of surgery in accordance with the Saskatchewan Surgical Care Network (SSCN) priority levels and target time frames.*

GOAL 2: EFFECTIVE HEALTH PROMOTION AND DISEASE PREVENTION

Overview

The provincial goal of effective health promotion and disease prevention is supported by several of our regional strategic goals, set out in the 2007-2010 Strategic Plan. In our Strategic Plan, we pledge to work in partnership with Aboriginal communities to build stronger relationships, better understand Aboriginal health needs and respect Aboriginal culture. Through these commitments we will work closely with Aboriginal communities to develop an Aboriginal health strategy and address disparities in health status between subpopulations within our Health Region. We have also pledged to reduce smoking rates, improve public confidence in the care and services we deliver, and increase awareness of the importance of healthy lifestyles.

Effective health promotion and disease prevention are integral to developing a wellness culture in health care. The Health Region's capacity to invest resources in these areas has been limited, restricting the potential for improvement. In 2006-2007, however, a number of achievements were made. Some of our accomplishments in the area of health promotion and disease prevention are highlighted below.

Building Health Equity Project

The Health Region, in partnership with Saskatoon Public Schools, Greater Saskatoon Catholic Schools, the Saskatoon Tribal Council and many community-based organizations, introduced a new initiative to develop an integrated community response to improve health outcomes by focusing on community-based preventive health services. This project addresses the results of the *Health Disparity by Neighbourhood Income* study conducted by Saskatoon Health Region which found vast differences in health status by neighbourhood income for chlamydia, gonorrhea, hepatitis C, infant mortality and suicide attempts and many other health indicators.

The Health Region is redistributing and investing additional human and financial resources into local schools and surrounding communities to support greater student and family access to preventive health services. A team of health professionals and a new Community Advisory Committee will work with the residents of low-income neighbourhoods to develop new and innovative approaches to providing community-based health services.

Norovirus Awareness

This year, cases of norovirus were confirmed among individuals and groups in the community. Outbreaks in some special care homes as well as an outbreak at Royal University Hospital were actively monitored and managed by the Health Region. News releases and internal communications were developed to inform the public and staff about the symptoms of norovirus, how it is spread and how hand washing and practicing good hygiene habits can reduce the spread of the infection.

Scabies Outbreak

Scabies cases were confirmed and managed in both the community and health care facilities in the region this year. A two phase scabies outbreak at Royal University Hospital was managed during the summer. Staff and patients (both inpatients and those already discharged or transferred) were notified and treated. Internal communication focused on informing staff about: how scabies is spread; signs and symptoms of the condition; and reporting mechanisms, should symptoms develop.

Pandemic Influenza Planning

As part of its pandemic influenza preparations, the Health Region offered pandemic influenza information sessions for the public. Starting in September 2006, 15 presentations were given to management and staff, 3 to physician groups and 15 to the general public. Attendance to the end of March 2007 was excellent, as 166 out-of-scope employees, 519 staff, 177 physicians and 531 members of the public had attended. These sessions described pandemic influenza, its implications and what residents can do to minimize the impact. Eleven (11) Telehealth sessions also provided pandemic influenza information to management, staff and volunteers throughout the Region.

In July 2006, the second version of the Health Region's Pandemic Influenza Plan was released. The Plan includes several chapters, each of which discusses a different aspect of pandemic influenza planning. Many chapters are complete, while several are still under development. The Health Region is also in the process of developing and disseminating 8 information leaflets that discuss the following issues: Pandemic Influenza Facts; Personal Preparedness for a Pandemic Influenza; Keeping Your Business in Business; School Health During a Pandemic Influenza; What Communities Can do to Prepare for a Pandemic Influenza; Protect Yourself and Others from Influenza; Handwashing; and Handwashing Steps.

Regional Smoking Policy

The Health Region has continued to implement the provisions of its Smoking Policy in all facilities within the Health Region. As of September 2006, a policy exemption that allowed employees, physicians, volunteers, students and contract workers to smoke on property between 8pm and 6am was removed. *The Smoking Cessation and Nicotine Replacement Therapy (NRT) program* for employees was initiated through the Mental Health and Addictions and Occupational Health and Safety Departments.

In preparation for the patient/client/resident exemptions to be removed on April 2, 2007, all nurses in acute care and special care facilities were trained to provide tobacco

assessment and intervention. Patients, clients and residents admitted for care are provided with access to NRT, funded by the Health Region, for the duration of their stay. The Pharmaceutical Services department has been instrumental in establishing the process and forms to access NRT in rural and urban acute care sites. In addition, processes were established for residents of Regional Special Care Homes to access the NRT Program using community pharmacies.

The Health Show

The Health Show returned for its sixth season in January 2007 on Shaw TV, Channel 10. The Health Show is designed to have local health care practitioners and people talk about local health issues to improve the health of our community. The series provides viewers with information on medical research, healthy lifestyles, health promotion, illness and injury prevention, health services and programs, health news updates, and active living tips.

To date, more than 500 local health care professionals and community members have been interviewed in 63 30-minute episodes. In season five, which finished airing in June 2006, The Health Show featured 100 spokespersons, 46 of whom were not employees of the Health Region. Over 130 topics were discussed, and two 'specials' aired – one of covered pandemic planning, the other provided information on achieving good mental health. The Health Show ranked among the top ten programs for Saskatchewan Communications Network (SCN) viewers.

Bridging the Cultural Divide in Health Care Setttings

Saskatoon Health Region, Citizenship and Immigration Canada and the Saskatoon Open Door Society presented a workshop that attracted approximately 90 participants from Saskatchewan and other provinces. The workshop engaged stakeholders with an interest and expertise in health issues of concern to newcomers to Canada. The objectives of this workshop included: 1) promotion of awareness of the health concerns of refugee and immigrant populations; 2) ensuring that the care providers are sensitive to these needs; and 3) promotion of partnerships to provide culturally sensitive and timely heath services.

International Travel Centre

The International Travel Centre opened its new building in May 2006. This program, which has been offered by Public Health Services for many years, previously operated out of the Idylwyld Centre. The number of clients has tripled since 1997 and a move was required to accommodate increasing client volumes in a setting designed for the service.

Travelling Diabetes Resource Program (TDRP)

Approximately 8 rural communities in the Health Region benefited from the Travelling Diabetes Resource Program (TDRP), a mobile public education program developed by the Canadian Diabetes Association. The program raises awareness about diabetes and provides communities with the best educational resources to assist in the prevention and management of diabetes. TDRP was funded through the Health Region's Community Grants Program.

Staff Immunization

In 2006-2007, the Health Region provided immunization to 39% of our health care staff. This immunization rate is significantly lower than the same rate for other health regions throughout the province and is lower than the provincial rate of 44%. Staff in Special Care Homes were immunized at a greater rate in 2006-2007 than staff throughout the Health Region as a whole. The Health Region's Special Care Home staff immunization rate was 59%, compared to the provincial rate of 57%.

Saskatchewan Health performance dashboard indicators for effective health promotion and disease prevention

Saskatoon Health Region 2006-2007 results	
Percentage of facilities in compliance with The Tobacco Control Act in the category that includes: billiard halls / bingo establishments / bowling centres / casinos / restaurants / taverns	*Not available**

* *Data unavailable due to delayed implementation of the Saskatchewan Environmental Health (SEHS) information system*

GOAL 3: RETAIN, RECRUIT AND TRAIN HEALTH PROVIDERS

Overview

New goals set out in the 2007-2010 Strategic Plan will complement the provincial goal to retain, recruit and train health providers. Our strategic direction to *Transform the Work Experience* pledges to create a healthy workplace and enable staff to make healthy lifestyle choices. In addition, we will strive to have enough of the right people with the right skills to do the right work, and develop a workforce that is more representative of the population we serve. We will continue to increase team work and will commit to a culture of workplace safety.

The staffing challenges the Health Region will face over the next decade will require effective human resource planning and management. The average age of our workforce is just over 43 years and is as high as 48 years in some occupational groups. Retirement projections show that approximately 37% of our total workforce, and 46-51% of some occupational groups, will be eligible to retire by 2011. There are several professional groups that are hard to recruit due to a limited supply of new graduates from educational programs. Rural-based services, in particular, face difficulty in recruiting in a number of professions. Shortfalls in staffing contribute to overtime costs and may result in temporary closures or reductions in service delivery when it is unsafe to continue to provide care.

The cost of recruiting and training staff is significant and the Health Region competes with other organizations for skilled and knowledgeable people. To attract and retain employees, the Health Region is investing in many human resource programs to transform the work experience and make the Health Region an employer of choice. Consultations are underway to update the 2004-2007 Organizational Human Resource plan to include priorities set out in our new Strategic Plan.

Some of the activities we undertook in 2006-2007 to retain, recruit and train health providers are highlighted below.

Employee Opinion Survey Response

In response to the results of the province-wide Employee Opinion Survey conducted in 2005-2006, the Health Region developed strategies to promote positive workplaces and employee recognition. The strategies include: managerial and supervisory training; new employee mentorship; career planning and development; and professional development for front-line employees. The implementation of strategies started in 2006-2007 and will carry through into the 2007-2008 year. Several examples are listed below.

Leadership and Management Development

A variety of learning and training experiences were available for leadership and managers. A forum on leadership and change management was held to prepare the organization to successfully implement strategic plan initiatives. A manager orientation program provided information on management roles and responsibilities, legislative and regulatory requirements, as well as orientation to organizational departments and services. Individual learning plans were developed for managers from competency assessments and integrated into annual individual accountability agreements.

Preparation for a Changing Workforce

The Health Region conducted multiple workshop sessions for out-of-scope staff over several months. One workshop, entitled *Four Generations – One Workplace: Recruiting, Retaining and Leading the Changing Workforce*, provided participants with insight into the values of different generations and how this will influence the workplace of the future. The second workshop, *Becoming a People Centred Leader: Retaining and Engaging Employees through Coaching Conversations*, provided information on factors that stimulate employee engagement and create an environment where people feel they are contributing to achieving common goals.

Employee and Physician Recognition

The Health Region continued to recognize long-time employees through the celebration of milestone anniversaries of ten or more years of service. In 2006-2007, 1,026 employees and physicians were honoured.

BRAVO Awards

In 2006-2007, the BRAVO awards continued to provide staff with an opportunity to recognize the contributions of their co-workers. Celebrations were held in work sites throughout the Health Region to recognize 20 individuals and 27 teams in the following categories: healthy and safe workplace; leadership; performance excellence; quality; teamwork; and patient/client/resident customer service.

Aboriginal Awareness Training

Since April 2003, 5,830 employees have participated in the Aboriginal Awareness sessions delivered by Representative Workforce staff. Aboriginal Awareness training was delivered to 1,559 employees in the 2006-2007 fiscal year alone. The purpose of the training is to create a work environment that is welcoming and supportive of Aboriginal staff. An additional benefit is increased awareness of the need for culturally appropriate care and services for Aboriginal clients and patients.

Saskatoon Health Careers Website

The new *Saskatoon Health Careers* website offers: career exploration, sections for health professionals and recent graduates, information about the representative workforce initiative and information about the Health Region. In addition, the site provides career slideshows that feature staff talking about their jobs and the Region. The website is available at http://www.saskatoonhealthcareers.ca/ .

Step Into Health Careers

This new program, offered in the Heath Region and developed in partnership with CanSask (Career & Employment Services), is designed to enhance the participation of a representative workforce, with an emphasis on youth and Aboriginal initiatives to reflect current and future demographics within the Region. This initiative aligns with the Health Region's strategic objective to make our workforce representative of the population it serves. This program is 18 weeks in length and provides 18 individuals with the opportunity to learn and receive work and mentorship experience.

Physician and Staff Recruitment and Retention

Many initiatives aimed at recruiting and retaining physicians and staff were initiated in 2006-2007. Fortunately, our efforts met with success, as we experienced a net increase of 23 physicians and 345 staff (including 51 Registered Nurses).

Recruitment and retention continues to present challenges. The Health Region works closely with the College of Medicine, Saskatchewan Health, and other key partners to maximize success in recruiting and retaining physicians and staff.

Sick Leave Hours

The Health Region continues to experience high levels of sick leave time for employees who are members of the Service Employees International Union (SEIU) and the Saskatchewan Union of Nurses (SUN). The 2006-2007 SEIU level of 91.64 hours per full time equivalent (FTE) is an increase over the 2005-2006 level of 90.81 but is still below the 2004-2005 level of 100.86. The 2006-2007 SUN level of 93.58 hours per FTE is a decrease since the 2005-2006 level of 98.79 and is still below the 2004-2005 level of 96.72. Sick leave for employees in the Health Services Association of Saskatchewan (HSAS) increased from levels of 59.35 and 59.94 per FTE in 2004-2005 and 2005-2006 to a level of 68.63 in 2006-2007. Out-of-scope and non-union sick leave has decreased slightly over the last two years, from 53.88 per FTE in 2004-2005 to 52.88 in 2005-2006 and to 52.22 in 2006-2007.

Wage Driven Premium Hours

The highest rates for wage driven premium hours occurred for employees who are members of SUN. The Health Region's rate for SUN is 58.58 wage-driven premium hours per FTE. The same rate was 34.18 for SEIU employees. Both of these rates have increased over their 2004-2005 and 2005-2006 levels. In 2004-2005, wage-driven premium hours were 19.76 and 38.26 for SEIU and SUN respectively. In 2005-2006 those same levels were 30.16 and 46.18 respectively. Wage driven premium hours have also increased for HSAS staff to 13.14 hours per FTE, compared to 6.86 in 2004-2005 and 10.22 in 2005-2006. Finally, out-of-scope and non-union wage driven premium hours have remained relatively stable over the past three years, showing levels of 2.16 hours per FTE in 2004-2005, 1.97 in 2005-2006 and 2.25 in 2006-2007. Overtime may be caused in part by staff shortages. In addition, the Health Region staff are growing older, experiencing the same health issues as the general population, and requiring more time away from their jobs.

Worker's Compensation Board (WCB) Rates

Despite the increase in time loss incidents, the rate of WCB claims decreased from 8.61 per 100 FTEs in 2005-2006 to 8.25 in 2006-2007. This reduction in claims may be evidence of the effectiveness of safety procedures that have been implemented in many areas of the Health Region.

Saskatchewan Health performance dashboard indicators for retaining, recruiting and training health providers

Saskatoon Health Region 2006-2007 results	
Number of sick leave hours per full time equivalent (FTE) by affiliation	SEIU 91.64 HSAS 68.63 OOS/Other* 52.22 SUN 93.58 All Affiliations 85.71
Number of wage-driven premium hours (overtime and other premiums) per full time equivalent (FTE) by affiliation	SEIU 34.18 HSAS 13.14 OOS/Other* 2.25 SUN 58.58 All Affiliations 34.64
Number of lost-time WCB claims per 100 full time equivalents (FTEs)	8.25
Number of lost-time WCB days per 100 full time equivalents (FTEs)	321.62

** The OOS/OTHER category includes all non-unionized employees on the SAHO Payroll system, not just management personnel.*

GOAL 4: A SUSTAINABLE, EFFICIENT, ACCOUNTABLE, QUALITY HEALTH SYSTEM

Overview

One of the key strategic directions set out in our new Strategic Plan commits to *Building a Sustainable Integrated Health System.* This direction complements the provincial goal of

a sustainable, efficient, accountable, quality health system by pledging to develop an organizational understanding of system integration and create an appropriate integration model for the Health Region. We will realign acute care services in Saskatoon to improve quality and efficiency, plan and begin construction of the new Maternal and Children's Hospital, and develop and implement a comprehensive regional community health services strategy.

The Health Region conducted planning in 2006-2007 to address the sustainability of services. Planning included: the new 2007-2010 Strategic Plan, Service Alignment, the Maternal and Children's Hospital, the new hospital in Humboldt, assessment of the physical state of Health Region facilities, and a review of information technology needs. The development and enhancement of priority programs and services, and ongoing performance reporting, are central to ensuring an accountable and quality system.

Some of our accomplishments in the area of sustainability, efficiency, accountability and quality are highlighted below.

2007-2010 Strategic Plan Approved

Prior to 2006-2007, the lack of an up-to-date Strategic Plan was a major organizational risk for the Health Region. There was no clearly articulated vision of the future and there was no consensus on the short-term and long-term strategies and investment priorities necessary to move the organization forward. The 2007-2010 Strategic Plan renewed the vision and set priorities in five key strategic directions. Year 1 priority actions were in the planning stage or initiated in 2006-2007.

Service Alignment and Acute Care Hospital Planning

Clinical Service Alignment is a key component of the Health Region's commitment to *Building a Sustainable Integrated Health System*, as outlined in the Strategic Plan. Service Alignment will improve the patient care experience and workplace environment for staff, decrease the need to transfer patients and clients between sites, increase the volume and efficiency of ambulatory and other services, and assist in recruitment and retention of specialized health care providers and other staff members. It will position us for the future to meet the changing and growing needs of our community and will support the development of a new Maternal and Children's Hospital at Royal University Hospital.

Planning for Service Alignment that is currently underway builds on prior planning by many staff and physicians. The Service Alignment Steering Committee presented its findings and recommendations to the Senior Leadership Team and the Regional Health Authority in 2006-2007. The proposed three hospital model would have inpatient services delivered from two sites, while the majority of ambulatory care, day surgery and non-acute inpatient services are delivered from the third site. Changes of this magnitude require detailed planning, costing and ongoing consultation that is comprehensive and collaborative. This planning will continue into 2007-2008.

In addition to these activities, Year 1 of the Strategic Plan outlines the goal for the in-patient **consolidation of orthopaedic and general surgery (COGS)**: the consolidation of orthopedic surgery inpatients at Saskatoon City Hospital (SCH) and Royal University

Hospital (RUH), and general surgery at St. Paul's Hospital (SPH) and RUH. It is essential that all of the key stakeholders have an opportunity to bring forward issues and concerns that may affect this plan. Therefore a structure has been established that will provide the needed support for the entire project, and provide opportunities for individuals to be involved in the process.

The COGS Project has Senior Leadership sponsorship and is led by a Steering Committee, with membership from the Operational Leadership Team (OLT) and physician leaders. Working Groups, comprised of front-line staff and managers, have been established to assist in change processes, to identify issues and to provide information to the Steering Committee. Fall 2007 has been targeted for implementation of this consolidation.

Another piece of our Service Alignment plan is the recent realignment of medicine and surgery beds at the Saskatoon City Hospital site. Over the past several years, the increased demand for medicine beds has resulted in the frequent dispersion of those patients throughout various surgical units. Changes in demographics and technology have reduced the need for surgical beds. As of January 2007, Unit 4300 (previously a surgical unit) at SCH was designated a General Medicine Unit. This change supports the consolidation of medical patients, in keeping with the principles of Service Alignment.

Service Alignment also included the conversion of the Coronary Care Unit (CCU) at SCH into a Progressive Care Unit (PCU). The PCU is a combined medical/surgical unit designed to care for patients who require frequent diagnostic and/or therapeutic interventions, but do not require the level of care provided within a CCU. In turn this has allowed for the consolidation of critically ill patients to the Intensive Care Unit (ICU), where staff members have been trained through the Basic Critical Care Nursing Program.

Maternal and Children's Hospital Planning

As a component of Service Alignment, the Health Region's Strategic Plan includes the development of a Maternal and Children's Hospital within a hospital. The Maternal and Children's Hospital will be more than a space that is comfortable for mothers and children; it will be a facility that focuses on putting mothers, children and families first.

The Health Region has engaged external consultants to complete a preliminary planning study. The consultants met several times with clinical advisory and user groups to determine the scope and nature of services that would be provided along with preliminary space requirements. Membership on the project steering committee and various user groups included patients and family members. Input from patients and families was also gathered through focus groups and surveys. To incorporate current best design practices, various team members spoke with and visited other Maternal and Children's Hospitals. Proposals were discussed with the provincial government and a decision is expected in April 2007.

Report to the Community

The Health Region presented its *Report to the Community* in February 2006. The Report, which showcases what patients, clients and health care providers are doing to bring the

Health Region's new three-year Strategic Plan to life, is available online at http://www.saskatoonhealthregion.ca/about_us/strategic/home_st.htm .

St. Paul's Hospital 100th Anniversary

In 2007, the Health Region proudly joined St. Paul's Hospital (SPH) in celebrating its 100th anniversary. Since 1907, SPH has been a key fixture of health care in Saskatchewan, serving the community of Saskatoon and the entire province. In March 2007, SPH launched their anniversary celebrations. More events will occur throughout the remainder of 2007. As we continue to celebrate SPH's one hundred years of hope and healing, we recognize the caring individuals that have made SPH what it is today. (Visit http://www.stpaulshospital.org/anniversary for more details.)

Education in Quality Improvement Methodology

Several one-day interactive workshops were presented to approximately 200 staff in 2006-2007. In addition, 3 half-day workshops were tested on approximately 45 staff as Quality Services moves toward providing e-learning on improvement methodology.

2006 Quality Awards

The 2006 **Saskatoon Health Region Quality Awards**, honoured 4 project teams and specially recognized the work of 9 other teams. These initiatives included: Detecting Adverse Events and Minimizing Harm in Critically Ill Patients; Baby-Friendly Initiative; Parkridge Centre Community Meal Service; and *in motion*: The Health Promotion Strategy.

Quality and Safety Summit – Partnering with Patients and Families for Safer Health Care 2007

In March 2007, the first annual Quality and Safety Summit was hosted by the Health Region. The Summit is one step toward transforming the care and service experience, the first of five pillars in the new Strategic Plan. Approximately 280 participants registered for the event and 30 posters on quality and safety initiatives were exhibited by patients and families, patient advocates, health care staff and expert system engineers.

Safer Healthcare Now Initiatives

The Health Region is currently registered and formally engaged in 4 of the 6 *Safer Healthcare Now* initiatives. The Strategic Plan identifies a staged implementation plan for the remaining 2 initiatives over a 3-year period. The Health Region registered for initiatives that focused on:

- Prevention of adverse drug events through **Medication Reconciliation** at admission, transfer and discharge. Five (5) pilot sites have used quality improvement methodology to formally test the form and process used to document patient medication history. This initiative has reduced duplication in documentation as medication reconciliation success index approaches the goal of 100% at pilot sites.

- Prevention of **Ventilator Associated Pneumonia** (VAP). The St. Paul's Hospital ICU began work in 2005, RUH ICU in 2006, and SCH will start in 2007. The team surpassed their goal of increasing the time between VAP infections by 20%.

- Prevention of deaths through establishment of **ICU Outreach Teams.** This initiative is designed to prevent deaths in patients who are progressively failing outside of the ICU. It brings critical care expertise to the patients' bedside whenever and wherever it is needed. A pilot site was started at SPH May 2006 and is ongoing.

- Improved care for **acute myocardial infarction patients**. The Health Region registered the RUH Coronary Care Unit as a pilot site in March 2007.

Participation in Health Quality Council Initiatives

Staff and physicians have been engaged in a number of Health Quality Council initiatives in 2006-2007 including:

- Attending the broadcast of the Institute of Healthcare Improvement (IHI) annual conference on the best in quality improvement. The broadcast of the annual conference is jointly sponsored by the Saskatchewan Communications Network (SCN) and the Health Quality Council.

- Participating in the chronic disease management collaborative.

- Participating in the Quality Improvement Network (QIN), designed to support exchange of knowledge about health care improvement, and develop leadership capacity in the area.

- Continued use of the ICU collaborative database to monitor progress in improving quality of care.

- Participating in the patient-centred discharge planning collaborative in the Cardiology 6000 unit at RUH starting in March 2007.

- Participating in the initiative to improve drug management for residents in Saskatchewan long term care homes. The Nokomis Health Centre Quality Initiative took part in this project which demonstrated that the team approach, including an enhanced role for the pharmacist, can improve the quality of drug management for long term care residents.

- Focusing on breast health through our cancer collaborative.

The Pressure Ulcer Prevention Project

The goal of the Pressure Ulcer Prevention Project is to reduce the number of pressure ulcers by 50% at four pilot sites through standardized, best practice skin and wound care within the Health Region. Partnerships were developed with Wynyard Long Term Care, Central Haven Long Term Care, Sherbrooke Community Centre and St. Paul's Hospital 5th floor Medicine Unit. The Optimizing Skin and Wound Committee is an integrated,

interdisciplinary team with members from rural and urban long term care; home care; and acute care professions, including Occupational Therapy, Physiotherapy, Dietitian Services, and Nursing.

Critical Incident Follow-up

Interdisciplinary teams involving front-line staff and physicians use root cause analysis to address reported critical incidents. Saskatchewan Health requested the Health Region conduct a quality of care review related to the care provided to Paige Hansen, an 18-month old resident of Saskatchewan. The review and resulting 13 recommendations involving care coordination, communication and access issues have been partially or fully implemented throughout the Health Region in 2006-2007.

Failure Mode and Effects Analysis (FMEA)

FMEA is a systemic, proactive, analytical approach used to identify where people, equipment, supplies, information, systems and processes can encounter problems. FMEA was used in response to concerns about infusing epidural medications using intravenous infusion pumps. Risk reduction strategies were identified and implemented in 2006-2007. The Health Region is planning to use FMEA for a Medication Reconciliation project in Home Care and for a review of mechanical lifts in Long Term Care.

Assessment of Facilities Using a Facility Condition Index

The Health Region assessed the physical condition of Royal University Hospital, St. Paul's Hospital, Saskatoon City Hospital and the Parkridge Centre using a Facility Condition Index (FCI). A Facility Condition Index reports the cost of necessary repairs as a proportion of the overall replacement cost of that facility. The Index allows objective comparisons both within and between facilities to guide decisions about capital and renovation investments.

Investments in facilities and infrastucture

In 2006-2007 the Health Region budgeted $1.4 million for preservation and improvement of facilities and building equipment. This work included roof repairs at several facilities; building equipment repairs, upgrades or replacement; structural repairs and improvements; and renovations to meet program and service needs.

Investments in Major Capital Projects

Needs and risks related to Health Region buildings, equipment and technology remained priority concerns throughout 2006-2007. The quality and safety of these assets have a direct impact on the quality and safety of the services delivered. The Health Region's capital program was funded at $32.2 million which is $13 million above the allocation for 2005-06.

Royal University Hospital – Neonatal Intensive Care Unit. Electrical and mechanical infrastructure upgrades were undertaken and completed, and an isolation room was added. The total project cost of $700,000 was funded by the Saskatchewan Health capital grant.

St. Paul's Hospital – Community Renal Health Centre. The construction phase of the Community Dialysis Centre is scheduled for commissioning in June 2007. This Centre will provide an 18 station satellite renal dialysis service to medically stable dialysis patients.

Royal University Hospital – Inpatient Mental Health Facility. The design development phase of the Inpatient Mental Health Facility project is complete. The planned facility will accommodate 54 adult and 10 child and adolescent beds in a new facility adjacent to the Hantleman Building at the Royal University Hospital site. The working drawing phase is currently underway and a construction tender is scheduled for fall 2007, with 2009 the target for completion.

Humboldt Health Services Redevelopment Project. The design development phase of the project is complete. The planned facility will accommodate 34 inpatient beds and integrate community services in a new facility. Approval to proceed to the working drawing phase has been granted by Saskatchewan Health. The project is scheduled for an early 2008 tender with spring 2009 targeted for completion.

Muskeg Lake Wellness Centre. The planning and development phase is still in progress, with Muskeg Lake Cree Nation, Saskatchewan Health, and the Federal First Nations and Inuit Health Branch. The Health Region will be responsible for the Diabetes Centre, including programs and human resources. Funding is provided through Saskatchewan Health and the projected date for the Centre's opening is February 2008.

Oliver Lodge Redevelopment Project. In late 2006, after consultation between Oliver Lodge, the Health Region and Saskatchewan Health, approval was received to proceed with an 88 bed expansion to existing Oliver Lodge facilities. As part of the project, some of the existing support services facilities will be renovated. The project is currently proceeding to the design development stage with a targeted tender date of early 2008.

Project Hope – Youth Stabilization and Treatment Centre. Project Hope includes development of a new Youth Stabilization and Treatment Facility as well as renovations to the existing Calder Centre, in order to accommodate enhanced family treatment facilities. Planning related to the Youth Treatment facility was completed in the spring of 2006 and the first draft of the space requirements was established in June 2006. This space will include 6 youth stabilization beds, 12 youth treatment beds, 6 youth secure beds and shared program support and administrative areas. The Family Treatment area at the Calder Centre will be renovated. Working drawings and contract documents for the new facility are targeted for completion in late summer 2007 with construction forecasted to be substantially complete in early 2009.

Maternal and Children's Hospital Planning. As an important component of the Service Alignment project, functional programming work was completed in 2006-2007 to determine service elements and projected space requirements of the new Maternal and Children's Hospital facility. The planning grant was received from Saskatchewan Health in 2006-2007.

Investments in Information Technology

Clinical programs and business units continued to drive increased demands for Information Technology. Major software and/or hardware upgrades and implementations are underway or complete in the following key areas:

- Lab Information System
- Pharmacy
- Diagnostic Imaging
- Risk Management
- Finance
- Materials Management
- Home Care / Client Patient Access Services
- Patient Registration / Patient Identifier
- Regionalization of enterprise systems and infrastructure

These business demands drove numerous infrastructure related projects to further improve overall reliability, increase bandwidth and network redundancy.

Although the Health Region continues to lag in some current mainstream technologies, the above business demands encouraged investment in more up-to-date technologies related to voice/data convergence and wireless technology in all urban hospitals as well as the West Winds Primary Health Centre. These projects, and the replacement of 900 desktop computers throughout the Health Region, were funded through targeted provincial infrastructure funding and Health Region contributions. The Regional Output Management System which includes fax machines, photocopiers and printers is now 75% complete. The refresh, consolidation, and reduction of the output fleet, from 1,100 to 750 units was totally self-funded within a 5 year total cost of ownership.

Public Confidence

The Saskatoon Regional Health Authority is responsible for maintaining and enhancing public confidence in the health system as outlined in accountability agreements between Saskatchewan Health and the health regions. The Health Region undertook a number of initiatives to maintain and enhance public confidence and promoted these initiatives using a variety of communications approaches and vehicles such as public meetings and interactions with the news media. In order to gauge public confidence and establish a baseline on this issue, the Health Region conducted a public opinion telephone survey of 500 residents throughout the Region in June 2006. The survey found that 85% of respondents were confident in the level of health care provided by Saskatoon Health Region. We will continue to track public confidence in a similar manner.

Day Surgery

The percentage of surgical cases performed as day surgery has been slowly increasing since 2004-2005.

Saskatchewan Health performance dashboard indicators for a sustainable, efficient, accountable, quality health system

Saskatoon Health Region 2006-2007 results	
Key activities undertaken by RHA to address public confidence reported	Yes – activities reported in each quarter
Percentage of surgical cases performed as day surgery	53.7%

FINANCIAL SUMMARY

The annual operating budget for 2006-2007 was $668.4 million which equates to spending $1.8 million per day to meet the health needs of the community. Overall, 93% of the operating budget was provided by funding from Saskatchewan Health. About 64% of the operating budget was spent on hospital services, 20% on long term and supportive care, 10% on community-based/public health/home care services, and 5% on program support and administration. Approximately 76% of the annual budget was spent on salaries and benefits. For the third consecutive year, the Health Region balanced the budget, ending 2006-2007 with a surplus of $1.4 million, or 0.2% of operating expenditures.

Saskatchewan Health performance dashboard indicators for a sustainable, efficient, accountable, quality health system – financial indicators

Saskatoon Health Region 2006-2007 results	
Number of days able to operate with working capital	(14.60)
Surplus (deficit), and surplus (deficit) as a percentage of actual operating expenditures	$1.4 Million 0.2%
Expenditures in program support funding pool as a percentage of total RHA operating expenditures	5.3%

FUTURE OUTLOOK / EMERGING ISSUES

PLANNING FOR THE FUTURE: 2007-2010 STRATEGIC PLAN

In January 2006 the Saskatoon Regional Health Authority set out to develop a three-year Strategic Plan that was to include:

- the mission, vision, and values for Saskatoon Health Region;
- the broad strategic directions that will set the path for achieving the vision;
- three-year goals for each of the strategic directions to serve as the basis for more detailed annual objectives developed by staff, and
- outcomes that will be monitored and reported annually as evidence of achieving the strategic plan.

As a key first step in the development of the Strategic Plan, a Saskatoon Health Region Environmental Scan was developed that covered current political, social, technological, and economic issues and factors affecting our Health Region. This Environmental Scan formed the basis for the strategic directions and goals that were formalized in the Strategic Plan.

The resulting strategic directions laid out in the plan emphasize a need to transform the care and service experience for patients, clients and residents by putting individuals - from infants to seniors - and their families at the centre of their care. They reflect our commitment to transform the work experience within the Health Region in order to increase the pride that employees derive from their work. The strategic directions challenge us to work together to effectively address the gaps in health status within our Health Region, with a focus on our Aboriginal population, and strongly embrace an environment that fosters research, learning and innovation. Ultimately, these directions demonstrate our collective commitment to ensure a sustainable integrated health care system for future generations.

STRATEGIC DIRECTIONS

Transforming the Care and Service Experience

A number of factors identified through the Environmental Scan signify a need for significant changes to the way health care services are delivered. Many of these factors relate to respect and compassion while others relate to the need to create a more patient-centred environment. Access to services also continues to top the list of health care issues that are important to Canadians. We know that for some services, Saskatchewan residents wait significantly longer than residents of other provinces. Our consultations revealed that in addition to wait time concerns, patients and clients needed to feel more comfortable making their way through this complex system to access the most appropriate services.

The growth and changing structure of the Health Region's population are creating a need to plan for Chronic Disease Management. In the future, we will be providing care to people who have more than one long term condition at the same time, such as diabetes, heart disease, cancer, or arthritis. These people often have another major illness or require

surgery, which can complicate their care. The Health Region must address these issues and improve services for the many people who suffer from chronic illnesses.

These and other factors have formed the foundation for the goals that have been developed under our *Transforming the Care & Service Experience* strategic direction. Our goals include:

- Putting patients, clients, and families at the centre of care and service, recognizing them as integral members of the care team involved in decisions about their care.
- Improving care and service by providing more timely access to diagnostic, surgical and other services, and ensuring a smoother flow of patients and clients through the system.
- Enhancing the safety, outcomes and other aspects of the quality of our care.
- Introducing a seniors' health strategy that supports "aging in place" and improves the care and service for our growing seniors' population.
- Improving and coordinating chronic disease management.

Transforming the Work Experience

Our ability to attain our vision and achieve our goals to transform care and service will largely depend on the collective efforts of our dedicated and talented workforce. Consistent with Saskatchewan's Health Workforce Action Plan, our Strategic Plan outlines a number of areas for improvement. It also aligns with our core values of respect, compassion, collaboration, excellence and stewardship.

Our Environmental Scan revealed a strong desire from staff to better meet the needs of their patients in a healthy work environment, and to personally achieve a healthier, balanced lifestyle. The Health Region and the College of Medicine have collaborated on the development of a five-year physician resource plan to identify and plan for medical human resource needs. Staff safety and the need to provide a more culturally sensitive work environment were also identified as key issues for our work force.

These and other factors are the basis for the goals developed under our *Transforming the Work Experience* strategic direction. Our goals include:

- Creating a healthy workplace and enabling staff to make healthy lifestyle choices.
- Having enough of the right people with the right skills to do the right work.
- Developing a workforce that is more representative of the diversity of our population.
- Working in teams.
- Committing to a culture of workplace safety.

Partnering for Improved Health for Aboriginal People

Demographic and population health status data clearly demonstrate that the Aboriginal community in Saskatoon Health Region requires more focussed attention. According to Statistics Canada data, Saskatchewan has the second highest proportion of Aboriginal people of all Canadian Provinces. The Aboriginal proportion of the Health Region's

population is significantly younger than the rest of the population, and suffers lower health status. In addition, the Health Region's 2005 Clinical Services Review / Alignment project found that our Aboriginal residents use our services at a greater rate than the rest of our residents.

These circumstances clearly demonstrate the unique and changing needs of our Aboriginal population. Findings from our consultations reinforced the need to form strong partnerships to address these and other Aboriginal health issues. These and other factors have formed the basis for the goals developed under our *Partnering for Improved Health for Aboriginal People* strategic direction. Our goals include:

- Working in partnership with Aboriginal communities to build stronger relationships, better understand their health needs, and respect their culture.
- Working together with Aboriginal communities to develop an Aboriginal Health Strategy.

Building a Sustainable Integrated Health System

This strategic direction speaks in particular to our values of stewardship and excellence, and is consistent with the provincial commitment to quality, efficiency and accountability. Recent studies and reports indicate that improving the health of the population, transforming and modernizing the system to meet the needs of our population, focussing on innovation and best practice, and becoming more effective in organizing, streamlining, and integrating health services will improve our health system and increase its sustainability.

An analysis conducted through the Health Region's Clinical Services Review / Alignment project in 2005 outlined opportunities to improve clinical efficiency through program consolidation, increased day surgery and outpatient care, new health care and information-communications technologies, standardization of practices, and other improvements. Planning will also require attention to the needs of our rural population, as the distribution of our population continues to evolve, and attention to technological change.

This strategic direction includes a number of goals that will establish the groundwork for further integration of care and service, and improve efficiency. Our goals include:

- Developing an organizational understanding of system integration and creating an appropriate integration model for the Health Region.
- Realigning acute care services in Saskatoon to improve quality and efficiency.
- Planning and commencing construction of the new maternal and children's care centre.
- Developing and implementing a comprehensive regional community health services strategy that integrates long term care, primary health and rural health needs.
- Developing and implementing a rural health strategy based on changing population needs together with the regional community health services strategy.

- Developing and implementing an information management plan to guide investments in information technology and advance implementation of an Electronic Health Record.
- Implementing the Health Region's Population Health Strategy and promoting shared responsibility for health by making individuals, families and communities more aware of how they can improve health and prevent injury and disease.
- Developing and implementing a sustainable infrastructure plan for acute care and long term care facilities.
- Implementing process improvement in targeted areas across the Health Region to increase efficiency and drive out waste.

Fostering Research, Learning, and Innovation

Health care organizations must balance operations with research and development in order to remain effective. This direction speaks to our core values of excellence and collaboration, and is consistent with the provincial Health Workforce Action Plan goals to focus on education and training. As a major employer and service provider, the Health Region's ability to position ourselves as a leader in health care will have an influence on regional economic development opportunities as well as our own recruitment and retention capacity.

In addition to a stronger, more focussed effort on research, our consultations called for increased support for continuing education and training to bolster the Health Region's learning environment for students and staff.

The development of the new academic health sciences centre and the Health Region's partnerships and relationships with the University of Saskatchewan, the Saskatchewan Academic Health Sciences Network, and the Saskatchewan Institute of Applied Science and Technology (SIAST) are tremendous opportunities to enhance education. The location of the University of Saskatchewan within the Health Region, with its wide range of health professional education programs and research strengths, positions us to contribute to the development of a strong academic health sciences network in the province. Working with our partners, there are opportunities to develop new models of integration between academic and clinical service areas.

These and other factors have formed the basis for the goals developed under our *Fostering Research, Learning and Innovation* strategic direction. Our goals include:

- Developing a collaborative research strategy with academic partners.
- Pursuing opportunities for collaboration and business development with community, science, education, and business partners.
- Providing a learning environment for staff and students and support innovative learning models

RISK MANAGEMENT

Over the last 2 years, the Health Region has been developing an integrated risk management approach to more effectively and consistently assess and manage business,

resource and compliance risks. Recommendations will go to the Regional Health Authority in 2007-2008 and work arising from the adoption of the framework will be aligned with planning activities.

Broad categories of risk are taken into consideration during planning, service delivery and monitoring of operations. These include: changing population structure and needs; quality of care and patient safety; corporate governance roles and responsibilities; level of operations and business support; our reputation and public image; human resource pressures and staff relations; financial status and control processes; information, systems and technology requirements and supports; management of physical assets; environment, health and safety status; legal and regulatory compliance; policy requirements; and compliance with standards.

ORGANIZATIONAL CHANGES

The September 2006 changes to the organizational structure were designed to foster integration of services, including urban and rural services, while recognizing the special needs and features of rural health. The changes also clarified roles and responsibilities, and positioned quality, safety and professional practice as the key drivers of system transformation.

The Health Region has moved to a model of co-management in clinical portfolios with physician leaders more involved in decision-making and management of clinical services. At the executive level the Health Region is recruiting a Vice President – Acute Care Physician Co-leader. At the care group level Directors and Physician Department Heads work together in the management and delivery of clinical programs and services.

The Health Region and University of Saskatchewan College of Medicine announced a team of unified department heads and committed to a greater level of integration between the organizations. As a result of this change there is now a single Department Head for over half of the medical specialities, whereas both a Regional Department Head and Academic Department Head were appointed for all specialties prior to this restructuring.

The Vice President, Performance Excellence and Chief Nursing Officer position was created to consolidate programs and services that increase organizational capacity to monitor and address planning, quality, safety, clinical practice standards and performance priorities.

The creation and recruitment of a shared Vice President of Research and Innovation position by the Health Region and the University of Saskatchewan demonstrates a commitment to building a stronger research partnership. The new position will enhance opportunities for research excellence that will positively affect the health status of the communities we serve. The new role will foster an environment where our care is continuously improved by new knowledge.

MONITORING PERFORMANCE

The Authority received regular reports throughout the year on issues and actions taken in relation to finance, performance, safety, quality, and population health. In January 2007, the Authority received the first report from the Health Region on progress toward achieving our strategic directions. Reporting will evolve as strategic initiatives progress, as organizational structure and activities change, and as better information becomes available.

GOVERNANCE AND TRANSPARENCY

THE SASKATOON REGIONAL HEALTH AUTHORITY

Saskatoon Health Region is governed by the 12-member appointed Saskatoon Regional Health Authority, which is accountable to the Minister of Health. At the end of 2006-2007, the Saskatoon Regional Health Authority members were:

Darlene Eberle, Chairperson	Marjory Gammel
Carol Teichrob, Vice Chairperson	Archie LaRocque
Audrey Ahenakew	Paul Meinema
Kelly Block	Karen Raycroft
Eric Braun	Steven Tokarski
Doug Finnie	Keith Thomson

The Authority sets the overall direction for the organization and over the first part of fiscal year 2006-2007 it participated in developing a strategic plan for Saskatoon Health Region. A Strategic Planning Steering Committee was established, including four members of the Authority and the first meeting was held on January 18, 2006. Efforts in the development of the strategic plan were intensive, including numerous meetings with partners, stakeholders and members of the public to gather input into the themes upon which the strategic plan was based. Formal approval of the plan occurred in October of 2006.

The Authority was at a full complement of 12 members for 2006-2007, with Order-in-Council March 28, 2006, confirming the appointments of all members noted above for a term not exceeding July 24, 2008. For information on the Authority members, visit the Saskatoon Health Region web site: www.saskatoonhealthregion.ca.

The operation of the Saskatoon Regional Health Authority was supported by four Authority Committees during 2006-2007: the Executive Committee, the Audit Committee, the Policy and Governance Committee and the Human Resources Committee. As well, an ad hoc Stakeholder Committee was established for this fiscal year. Each Committee included three or more members of the Authority and had terms of reference defined in Authority policy.

The 2006-2007 attendance of members at Authority and Committee meetings is reported in the following table[1].

Members	Meeting Attendance
Darlene Eberle	21 of 21
Carol Teichrob	20 of 21
Audrey Ahenakew	21 of 21
Kelly Block	20 of 21
Eric Braun	18 of 21
Marjory Gammel	18 of 21
Karen Raycroft	20 of 21
Keith Thomson	18 of 21
Doug Finnie	18 of 21
Paul Meinema	16 of 20
Archie LaRocque	20 of 21
Steven Tokarski	10 of 21

Executive Committee		Partnership Committee	
Addresses emerging SRHA matters during the intervals between regular meetings		Provides oversight for the two organization's shared operational responsibilities	
Members	**Attendance**	**Members**	**Attendance**
Darlene Eberle	5 of 5	Darlene Eberle	4 of 5
Carol Teichrob	5 of 5	Kelly Block	1 of 1
Kelly Block	3 of 4	Keith Thomson	1 of 1
Marjory Gammel	0 of 1	Archie LaRocque	4 of 4
Eric Braun	5 of 5	Karen Raycroft	4 of 4
Keith Thomson	3 of 5	Audrey Ahenakew	4 of 4
		Eric Braun	1 of 1
		Carol Teichrob	5 of 5

Audit Committee		Policy and Governance Committee	
Oversees financial reporting process, business risk process and adequacy of internal controls, relationships with external and internal auditors, and compliance issues. Ensures management has effective systems of control. Facilitates the audit function.		Leads annual review of Authority policies and bylaws. Identifies need for new policies. Monitors and reviews Authority performance and conducts formal Authority self-evaluation. Facilitates the education and professional development of the Authority and its members.	
Members	**Attendance**	**Members**	**Attendance**
Keith Thomson	4 of 4	Eric Braun	7 of 7
Audrey Ahenakew	2 of 3	Karen Raycroft	7 of 7
Carol Teichrob	4 of 4	Marjory Gammel	2 of 2
Archie LaRocque	3 of 4	Kelly Block	5 of 5
Doug Finnie	2 of 3		

[1] The number of total meetings for members varies due to the fact that some SRHA members were appointed during the fiscal year and also the membership of some committees was changed during the fiscal year.

Human Resources Committee	
Provide oversight for the human resource strategies and policies of the Saskatoon Health Region including CEO Evaluation	
Members	**Attendance**
Carol Teichrob	2 of 2
Marjory Gammel	2 of 2
Audrey Ahenakew	2 of 2
Paul Meinema	2 of 2
Steven Tokarski	2 of 2
Ad hoc Stakeholders Committee	
Assist the Authority to build and maintain stakeholder relationships in a strategic, planned and systematic way.	
Members	**Attendance**
Doug Finnie	6 of 6
Karen Raycroft	5 of 6
Marjory Gammel	5 of 6
Audrey Ahenakew	5 of 6

RELATIONSHIPS AND PARTNERSHIPS

Establishing, maintaining and enhancing relationships are central to the work of the Authority. In 2006-2007, the Authority Chairperson participated in five regular meetings of the Regional Health Authority Chairpersons with the Minister of Health. The Authority also met with stakeholders through the course of the year, including the Minister of Health, NDP and SaskParty MLAs, the reeves and mayors of Watson and Delisle and surrounding area, City Councillors from the City of Saskatoon, the Regina Qu'Appelle Regional Health Authority, the St. Paul's Hospital Board, the Joint Foundations and the Board of the Saskatchewan Cancer Agency. A luncheon for all affiliate organizations was also held in the fall of 2006.

In 2006-2007, foundations and other fund-raising groups continued to provide essential support in helping Saskatoon Health Region to sustain and enhance its operations and invest in capital infrastructure improvements. The Health Region benefits from the generous efforts of these entities in both rural and urban communities. A quarterly Joint Foundation Forum continues, including the Chairpersons and Chief Executive Officers of the Authority and St. Paul's Hospital Board and the Chairpersons and Executive Directors of the three Saskatoon acute care foundations and the Children's Health and Hospital Foundation. Work continues related to common policies and joint funding efforts.

ACCESSIBILITY, ACCOUNTABILITY AND TRANSPARENCY

The Authority remains committed to ensuring it has a presence throughout the Health Region. Accordingly, two regular Authority meetings were held outside of Saskatoon in 2006-2007: Watson in May of 2006 and Delisle in November of 2006.

Saskatoon Regional Health Authority is responsible for maintaining and enhancing public confidence in the health care system and in Saskatoon Health Region. This is achieved

through a variety of means ranging from regular public meetings of the Authority and the daily interactions that staff, physicians and volunteers have with patients, clients and residents to responding to news media inquiries and distribution of information through communications vehicles such as our Report to the Community. In February of 2006, the Health Region released its **2007 Report to the Community** – a web-based publication which was advertised across the Health Region.

During 2006-2007, the Saskatoon Regional Health Authority continued to take actions that support public transparency of its operations, including: advertising Authority meetings in community newspapers; issuing media advisories on Authority meetings and agendas; posting on a web site the Authority meeting dates, minutes and information on Authority members; holding regular business meetings in public; reporting on Authority activities in the Health Region's internal and external newsletters; issuing press releases for key announcements; and being responsive to media requests for information that are directed to informing the public.

As part of a continuing process of enhancing accountability reporting, during 2006-2007 the Saskatoon Regional Health Authority continued to receive quarterly reports based on a governance and executive level performance scorecard for the Health Region. This reporting was aligned with the provincial quarterly performance dashboard reports on all Regional Health Authorities.

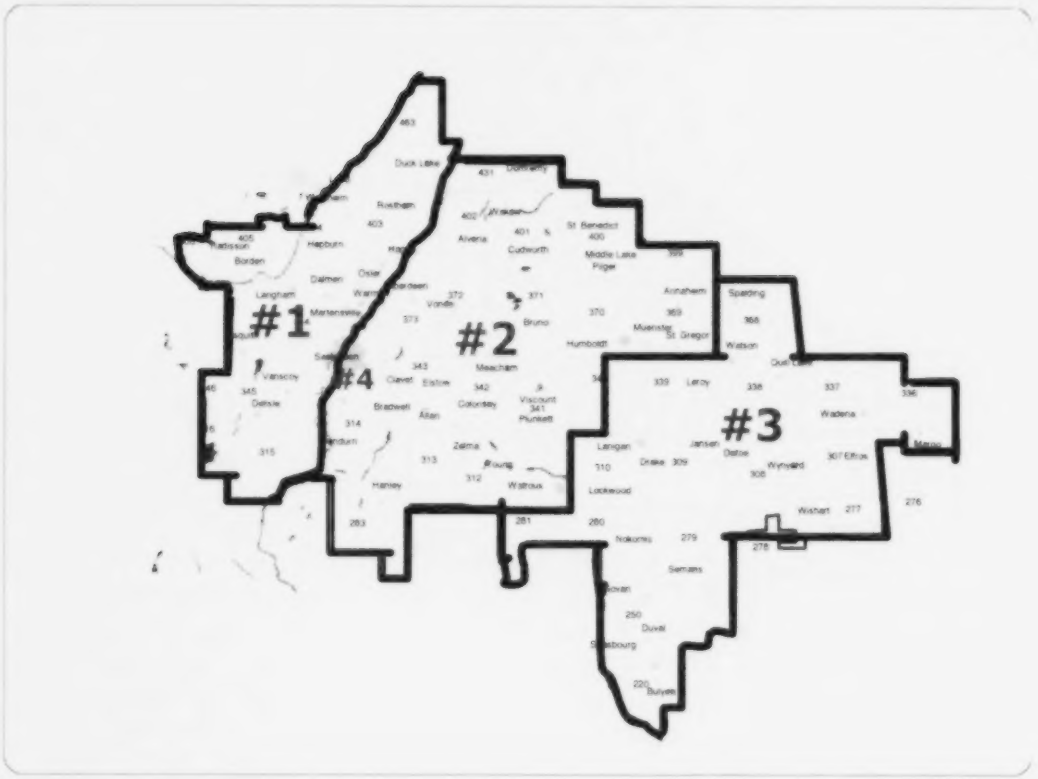
Community Advisory Networks

In 2001, the Government of Saskatchewan's **Action Plan for Saskatchewan Health Care** called for the formation of Community Advisory Networks in regional health authorities throughout the province. In 2002, the passing of ***The Regional Health Services Act*** brought 12 health regions into existence and mandated them to establish Community Advisory Networks to advise on planning for the provision of health services. Following is a map of the 4 community advisory networks located in the Saskatoon Health Region.

The Saskatoon Regional Health Authority appointed interested members of the public to form four Community Advisory Networks, organized geographically – three encompassing rural areas and the fourth being the City of Saskatoon, as indicated in the following map.

General information related to the Health Region is distributed to the members of the Community Advisory Networks generally on a quarterly basis.

During the fiscal year 2006-2007 there were three meetings held between the Saskatoon Regional Health Authority and the Community Advisory Networks. Agenda items included input and results of the Strategic Plan, progress reports on network input into planning and the future structure and mandate of the networks.



SASKATOON HEALTH REGION NEWS RELEASES DURING 2006-2007

In 2006-2007, the Health Region produced 76 news releases, public service announcements, and media conferences that generated 296 media reports for about 32% of all stories reported by the media. The previous year, the Health Region issued 68 news releases generating 272 media reports for about 35% of all stories reported by the media. Overall, Corporate and Public Affairs responded to 539 inquiries from the media during 2006-2007, compared to 528 in 2005-2006.

PAYEE DISCLOSURE LIST

As part of government's commitment to accountability and transparency, the Department of Health and Regional Health Authorities disclose payments of $50,000 or greater made to individuals and organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases, and other expenditures.

Saskatoon Health Region's 2006-2007 Payee Disclosure List can be accessed at http://www.health.gov.sk.ca/ph_rha_reporting.html. Copies of the Payee Disclosure List may also be obtained by contacting the Saskatoon Regional Health Authority office at (306) 655-3330.

Payees are listed in three categories with information provided as follows:

Category	Information to be included
Personal services	Disclose the name and amount paid to individuals who received salaries, wages, bonuses, honoraria and compensation for personal service. This category includes unionized and non-unionized employees, senior management (that are also included in Schedule 5 of the Audited Financial Statements), and contracts where an 'employee/employer relationship' is established. The amount paid includes the following: **Salaries:** Stated salaries include all payments made to individuals throughout the fiscal year and ***are not restricted to base salary payments***. Payments included in the figure are as follows: regular base pay, vacation payouts, overtime, lump sum payments, severance pay, and car allowances, including mileage reimbursements. **Contracts:** the total amount paid (over the threshold) if an 'employee/employer' relationship exits. If the relationship does not exist and the payment is over the minimum threshold, report the amount as a 'Supplier Payment'.
Transfers	Disclose the payee's name and amount paid for each payee receiving payments for: program grants, funding, foundations, donations, sponsorships and Health Care Organizations, over the minimum threshold. Do not disclose details for programs of a confidential and personal nature (e.g., individualized funding for home care lists the program name with a total of payments greater than $50,000, not the total for the program). Transfers amounts for each Affiliate equal the total grant (or funding) less the amount recorded in the previous section for personal services for that affiliate.
Supplier payments	Disclose payee's name and amount paid for the provision of goods and/or services to the RHA. Also, include contracts over the minimum threshold of contracts where an 'employer/employee' relationship does not exist.

PERSONAL SERVICES PAYEE DISCLOSURE LIST

Payee	Amount Paid ($)
AADLAND, MICHAEL	61,836
ABDELLATIF, TREENA	78,241
ABELE, BARBARA	87,595
ACHILLES, SHEILA	112,180
ACTON, BRYAN	86,128
ADAIR, MARY	62,271
ADAMS, JOY	93,323
ADAMS, NORA	55,308
ADAMSON, CHERYL	62,422
AFSETH, BARBARA	52,377
AGNEW, BETTY LOU	67,490
ALBERT, LINDA	81,686
ALBERTS, LORRIE	57,999
ALBUS, WARREN	71,843
ALFORD, TRACEY	63,314
ALLAN, PATRICIA	60,481
ALLEN, THOMAS	70,733
ALMQUIST, INGER	68,781
AMOA AMPAH, JANE	70,520
AMY, JACLYN	52,410
ANDERSON, CAROL	60,059
ANDERSON, CORINNE	80,827
ANDERSON, DAWN	56,075
ANDERSON, DENISE	63,148
ANDERSON, ELAINE	67,057
ANDERSON, JAN	67,498
ANDERSON, LEEANNA	68,085
ANDERSON, TROY	86,191
ANDREEN, WANDA	60,863
ANDREW, CHRISTEEN	52,814
ANDREWS, JEAN	72,056
ANTHONY, SHEILA	52,555
ANWEILER, JANICE	52,686
APPL, RUTH ANNE	81,838
APRIL, CLAUDE	59,854
ARCHER, TIM	113,243
ARDELL, MARY ANN	72,270
ARMBRUSTER, CANDACE	61,363
ARMBRUSTER, TREVOR	57,943
ARNASON, SANDI	50,871
ARNOLD, DONNA	62,299
ARTHUR, MAUREEN	70,705
ASHFORD, DEREK	68,096
ASHWORTH, BARBARA	51,476
ASPINALL, LETICIA	55,631
AUDET, SUZANNE	85,194
AUGUSTYN, ALLISON	50,953
AYERS, CRAIG	90,300
BAHREY, SUSAN	53,183
BAILLARGEON, DARLENE	53,427
BAKER, THOMAS	73,503
BAKOS, BRIAN	74,521
BALEZANTIS, RON	95,874

Payee	Amount Paid ($)
AARON, TRACI	58,031
ABDILNOUR, PENNY	73,383
ABTOSWAY, LANA	60,823
ACHTEMICHUK, ROSE	61,086
ADAIR, ALLISON	70,596
ADAMS, DERLE	76,760
ADAMS, MARLISS C	71,224
ADAMS, TAMARA	57,046
ADHANOM, GHENET	60,129
AFSETH, NICOLA	50,629
AKISTER, TERRENCE	75,464
ALBERTS, ALICE	64,272
ALBERTSON, WENDY	64,667
ALDRED, KATHLEEN	62,608
ALKESTRUP, AMANDA	58,926
ALLEN, CAMERON	90,812
ALMASI, BRIANNE	54,117
AMBROSE, JEANETTE	54,921
AMY, EILEEN	61,604
ANDERSON, BLANCHE	61,812
ANDERSON, CINDY	64,116
ANDERSON, DARCIE	52,722
ANDERSON, DEBORAH	62,843
ANDERSON, DON	50,093
ANDERSON, HELEN	76,039
ANDERSON, JOANNE	58,908
ANDERSON, SANDRA	53,303
ANDRADE, CELINE	75,026
ANDRES, HELEN	73,271
ANDREWS, CYNTHIA	58,108
ANGELSTAD, BRENDA	79,141
ANWEILER, JANICE	61,074
APOLONIA, SHELLEY	66,349
APPLETON LEGGE, SYLVIA	51,342
ARCHER, JUDY	110,979
ARCHIBALD, DOUG	78,585
ARENDT, LAUREL	60,703
ARMBRUSTER, PATTI	70,068
ARMSTRONG, EDITH	70,125
ARNOLD, CHRIS	82,060
ARNOLD, JANICE	77,877
ASCHIM, DAWN	68,358
ASHLEY, VIVIAN	62,019
ASMUNDSON, BARBARA	65,467
ATHMER, LANCE	60,368
AUGUSTINE, DONALEA	53,818
AYALEW, IRIS	62,453
BABCOCK, SHARON	77,140
BAILEY, MARILEE	58,521
BAKER, KATHLEEN	61,627
BAKER, TRACY	50,760
BALDWIN, EUNICE	55,075
BALISKI, RYAN	77,215

Payee	Amount Paid ($)
BALITSKI ESTATE, BARRY	52,204
BALLANTYNE, TONIA	50,183
BANTON, SUSAN	61,057
BARBOLUK, PETER	84,026
BARILLA, MARYLEE	71,854
BARKER, SHIRLEY	59,446
BARLOW, AMBER	55,567
BARNES, JANET	58,076
BARON, OREST	68,053
BARRETT, VANESSA	59,742
BARTEL, CAROLYN	69,614
BARTEL, DENISE	52,161
BARTLEY, BRENDA	62,272
BARTSCH, HEIDI	66,715
BARTSCH, LAURIE	55,747
BARUT, TERESITA	74,512
BASSINGTHWAITE, KAREN	61,701
BATES, JACQUELIN	53,891
BAULE, CATHERINE	50,357
BAUTZ, LEANNE	64,591
BAZYLEWSKI, SUSAN	284,234
BEATON, ANNAMARIE	69,349
BEAUCHAMP, LAURIE	61,528
BEAUDIN, GARY	58,272
BEAUDRY, YVONNE	63,088
BEAVIS, BONNIE	55,024
BEETON, SHEILA	67,660
BELIVEAU, SUSAN	64,813
BELL, BETTY	64,624
BELL, LARRY	66,798
BELLO, PRISCILLA	84,231
BENALLACK, MAUREEN	54,346
BENMERROUCHE, MELANIE	73,572
BENNETT, HELEN	69,444
BENNETTO, RAMONA	53,929
BENSEMAN, PATRICIA	57,866
BERES, JULIE	54,269
BERGEN, ANNETTE	60,705
BERGEN, TRACY	63,582
BERGERMAN, JOHANNA E	61,164
BERGLUND, CARMEN	62,993
BERNDT, TERA	63,754
BERNHARDT, DAVID	107,527
BERRY, DARLENE	65,265
BERSCHEID, CLAUDIA M	76,166
BERTOIA, FRANK	80,542
BERZOLLA, BRIAN	71,490
BESSEY, JULIE	59,140
BETHUNE, DARRELL	63,226
BETKER, FRANCIS	58,705
BIEBER, JANE	61,764
BIEHN, REGAN	71,511
BILODEAU, TANYS	59,932
BISHOP, LESLIE	79,337
BLACK, KRISTA	61,439
BLACKWELL, VIOLET	54,521
BLAIS, ALETA	69,050

Payee	Amount Paid ($)
BALLANDINE, PATRICIA	63,100
BANKS, DONNA	51,269
BARBER, CASSANDRA	69,384
BARILLA, JULIE	61,639
BARKER, BRYAN W	83,238
BARKMAN, PATRICIA	81,974
BARLOW, MARILYN	87,291
BARNHILL, KAREN	71,245
BARR, CINDY	55,778
BARSS, BARRY	67,938
BARTEL, DARLENE	86,499
BARTLETT, PATRICIA	60,752
BARTRAM, JOHN	70,358
BARTSCH, JENNY	98,729
BARTSCH, LINDA	50,349
BARYLUK, LORRIE	79,189
BASTIAN, NOLA	51,322
BATES, JESUSA	72,415
BAUMUNG, DAVID	55,848
BAYNE, DOLORES	64,930
BEACH, LAURA	65,705
BEATTY, CHELSY	55,660
BEAUCHEMIN, GRANT	54,125
BEAUDOIN, JEANNE	63,668
BEAULIEU, GISELLE	76,621
BECK, ADAM	68,783
BEISEL, MAUREEN	89,369
BELKE, BRAD	62,101
BELL, KATHY	79,761
BELL, RUTHANNE	92,282
BELTON, GERALD	72,869
BENDEL, AMANDA	51,622
BENNETT, ELAINE	60,945
BENNETT, JANICE	56,370
BENOIT, JANINE	129,058
BENSON, RANDALL	54,642
BEREZUIK, BONNIE	53,521
BERGEN, GARY	56,866
BERGER, JANICE	83,401
BERGGREN, RANDY	54,900
BERLINIC, SHELLEY	53,756
BERNETT, DALE	61,161
BERRNS, CHARMAINE	65,404
BERSCHAMINSKI, JUDY	51,330
BERTELSEN, HANS JORG	57,029
BERTSCH, BONNIE	96,698
BESSETTE, JOANN	53,685
BETEMPS, VALERIE	57,779
BETHUNE, DIANNE	52,559
BIBBY, LESLEY	57,081
BIEBER, MARILYN	62,951
BILANSKI, SHARON	83,931
BIRCH, MYRLA	78,507
BISHOP, STANLEY	67,019
BLACKWELL, PAT	53,085
BLAIR, TIFFANY	54,552
BLAKE, RUTH	70,171

Payee	Amount Paid ($)
BLAKELY, LYNETTE	64,391
BLANCHARD, STEVEN	54,265
BLEAKNEY, DONNA	104,347
BLEIE, CORRINE	77,927
BLEY, LONNIE	79,814
BLOCK, GERALD	90,370
BLOCK, JANICE	64,423
BLONDEAU, JOSEPH	160,059
BLOOMFIELD, SYLVIA	50,605
BOATNESS, KAREN	51,326
BODNAR, BERNARD	74,101
BODNARCHUK, CHARLENE	66,158
BOECHLER, BETTE	119,873
BOHLE, TAMI	64,814
BOISSON, HALEY	58,654
BOLDT, CHERYL	53,768
BOLTON, LISA	66,199
BONANG, JILANE	58,997
BONLI, RUPAL	75,108
BOOTH, LAURIE	86,862
BOSCHMAN, HENDRIKJE	66,524
BOSER, PATRICIA	69,356
BOURDAGES, WANDA	56,234
BOUSQUET, CATHERINE	65,302
BOUVIER, RUTH	67,489
BOWERS, SANDY	53,675
BOYCHUK, KATHLEEN	61,401
BOYKO, ROGER	69,552
BOYS, DONNA	69,525
BRADLEY, EARL	68,086
BRAND, TRACY	91,178
BRANDT, ARLENE	77,900
BRASH, WILLIAM	63,979
BRAUN, MELISSA	52,502
BRAUN, SANDRA	67,938
BRAY, SCOTT	58,100
BRECELJ, ELAINE	62,839
BREHON, BRENDA	59,373
BREKER, LAURIANE	52,445
BRENNAN, SIOBHAN	58,183
BREWSTER, CHERYL	73,590
BRIERE, YVETTE	56,020
BRILLANT, LYSA	63,869
BRISEBOIS, NANCY	59,404
BRITZ, KENDRA	55,721
BROMM, LEANNE	60,212
BROOKS, WARD	69,205
BROWN, BRENDA	76,437
BROWN, CAROL	93,399
BROWN, KATHLEEN	62,024
BROWN, RICHARD	64,740
BRUCE, JANICE	73,133
BRUCE, PATSY	70,736
BRUNTON, GERALDINE	53,720
BRYANT, LINDA	101,374
BRYNGELSON, CHERYL	59,883
BRYSON, ALMA	62,501

Payee	Amount Paid ($)
BLAKLEY, TARA	54,899
BLATZ, MONIQUE	58,711
BLECHINGER, CRAIG	58,733
BLEVINS, SANDRA	153,381
BLINSTON, DANIEL	60,321
BLOCK, GRACE	57,099
BLOK, CATHERINE	72,734
BLOOM, VERNA	71,484
BLUMERS, JODY	69,485
BODENSTAB, RASCHELLE	58,344
BODNAR, BETTY	54,779
BODNARYK, GARRY	68,281
BOEHME, ANGIE	60,464
BOISSON, CARLA	62,678
BOLAN, JOAN	63,355
BOLLINGER, JONATHAN	67,931
BOMOK, CAROLYN	51,913
BONAR, VONNIE	51,658
BOOTH, CHERYL	80,541
BOSCHER, BARBARA	52,606
BOSCHMAN, JACQUELIN	61,115
BOUDREAULT, LYNN	86,379
BOURDON, KATHRYN	59,529
BOUVIER NOBERT, CHANTAL	55,674
BOWERING, KURTIS	72,748
BOWYER, SHIRLEY	65,401
BOYD, RANALD W	55,767
BOYLE, HEATHER	54,523
BRADLEY, BRENDA	74,486
BRADSHAW, JOAN	62,151
BRAND, VICTORIA	58,006
BRANNEN, MARY	79,955
BRAUN, LOUISE	79,579
BRAUN, PATRICIA	61,874
BRAY, CAROLYN	69,109
BRAZIER, BETTE	65,375
BRECHT, CHERYL	59,838
BREIDENBACH, KAREN	64,796
BRENAUT, CHERYL	71,202
BRENNER, LINDSAY	64,032
BRIENS, JOAN	73,684
BRIGHT, BRENDA	56,698
BRINK MOONEY, MICHELE	66,929
BRITTEN, SANDRA	52,131
BRODSKY, ROSE	70,289
BROOKS, MARK	61,485
BROTZEL, MARLEEN	60,700
BROWN, CARMEN	87,537
BROWN, EMERALD	73,980
BROWN, KIMBERLY	60,458
BROWN, STUART	55,048
BRUCE, MARIE	62,594
BRUCKS, SUSAN	56,464
BRYANT, COLEEN	72,606
BRYDEN, CANDICE	98,376
BRYSON SARAUER, DEBORAH	59,560
BUCHHOLZ, BLAIR C	89,129

Payee	Amount Paid ($)
BUCHINSKI, TAMMY	66,627
BUCHNER, PETER	57,026
BUCKLEY, ALAN	103,587
BUDNICK, PATRICIA	54,266
BUE, KATHRYN	71,738
BUELL, LAURA	51,760
BUGLAS, MICHELLE	60,201
BUHR, ANNAMARIA	66,733
BUNKO, CHRISTINE	81,879
BURKART, KATHERINE	56,445
BURKO, DONNA	73,524
BURTON, ANNABELLE	57,348
BUSBY, LEANNE	66,058
BUSSE, PATTI	56,601
BUTTINGER, MARY	54,235
CALISSI, PIERA	87,437
CALLOWAY, BRENDA	60,556
CAMERON, COLLEEN	66,490
CAMPBELL, KRISTIN	60,564
CAMPBELL, NADINE	63,249
CARDINAL, LOUISE	76,646
CARLSON, KIM	60,935
CARON, PENNI SUE	66,578
CARR, GLADYS	59,972
CARRUTHERS, KATHRYN	56,029
CASEY, JACQUELIN	63,258
CAULKETT, SEAN	69,735
CEBULIAK, MAXINE	74,755
CEY, LADINE	60,892
CHABOT, STEPHANIE	52,213
CHALIFOUX, DONNA	50,114
CHAPMAN, ELLEN	59,469
CHAPPELL, SHAWNA	60,151
CHARLTON, LINDA	65,829
CHARTIER, SHARON	66,133
CHATTERSON, PATRICIA	64,197
CHEREPACHA, SHARI	65,245
CHEVRIER, PHILIPPE	57,930
CHILDS, CARMEL	78,662
CHIPAK, NATALIE	74,602
CHIRPILO, SHELLEY	126,114
CHLAN, MALCOLM	80,902
CHOMETSKY, WILMA	68,714
CHORNEY, KATHERINE	62,111
CHOUINARD, KAREN	51,233
CHOW, KAM	60,427
CHRISTIANSON, KATHERINE	68,943
CHU, CAROLYN	62,465
CHURCHWELL, JUDY	76,752
CLAASSEN, TRACY	106,461
CLANCY, ANNA	51,012
CLANCY, VIVIAN	66,121
CLARK, BONNIE	55,979
CLARK, VIVIAN	59,977
CLARKE, LORNA	130,081
CLAY, DANA	57,141
CLEMENT, VANESSA	64,336

Payee	Amount Paid ($)
BUCHKO, PHYLLIS	59,276
BUCKLE, SHERRI	58,989
BUCSIS, LOUISE	70,592
BUDZ, MARK	75,053
BUEHLER, KEITH	84,666
BUETTNER, ADAM	65,417
BUGLER, BRENDA	52,412
BULMER, DARIN	50,772
BURGHALL, HOLLY	60,449
BURKE, CARLA	53,370
BURRIDGE, MARILYN	65,096
BURWASH, CONNIE	61,082
BUSCH, SHARON AC	69,676
BUTLER, RODNEY F	61,605
CADMAN, COREY	66,049
CALLBECK, LORNA	52,475
CAMERON, BRENDA	54,006
CAMPBELL, DONNA	61,316
CAMPBELL, LINDA	54,470
CANNON, LLOYD	67,768
CARLOS, BARBARA	55,641
CARNEY, LAURA	69,954
CARR, BONNY	81,584
CARR, WILLIAM	51,521
CARTWRIGHT, COLLEEN	65,642
CATTON, LINDA	68,029
CAVANAUGH, BRENDA	62,355
CERKOWNIAK, GWEN	60,433
CHABASSOL, ELIZABETH	66,340
CHALAZAN, WENDY	77,929
CHAN, BETTY	52,801
CHAPMAN, GAIL	72,180
CHARLEBOIS, CECILE	92,058
CHARPENTIER, COLLEEN M	66,399
CHATFIELD, ANGELA	62,869
CHELACK, ROSANNE	51,184
CHERNESKI, LINDA	54,269
CHILD, CHERYL	63,074
CHILDS, VIVIAN	50,988
CHIPPERFIELD, KATHLEEN	69,512
CHISHOLM, KRISTI	60,751
CHOBOTUK, DEB	68,176
CHOMYN, JANICE	105,357
CHORNEYKO, PATRICIA	77,030
CHOVIN, LESLIE	61,839
CHRISTIANSON, CINDY	53,031
CHRISTOPHERSON, MELISSA	55,098
CHURCH, MELISSA	58,275
CHYKOWSKI, WARREN	68,825
CLANCY BROWN, DARLA	52,290
CLANCY, SHEILA	52,243
CLARION, CHRISTOPH	56,582
CLARK, PATRICIA	66,329
CLARKE, JO ANNE	53,753
CLARKE, NADINE	65,660
CLAYTON, KARI	68,346
CLEMENTS, REGINA	55,306

Payee	Amount Paid ($)
CLINTON, ANDREA	82,289
CLOTHIER, KAREN	53,284
COAKWELL, SHARON	92,062
COCHRANE, TRINA	52,394
COLBORNE, KATHERINE	61,063
COLLINS, VICTORIA	62,326
CONDLIFFE, KIMBERLY	65,019
CONNELL, KAREN	66,762
CONSTANT, BRIAN	64,685
CONTRERAS, ANABEL	64,517
CONWAY, SHIRLEY	70,708
COOK, CAROL	72,322
COOK, GUY	61,002
COOK, MARLEEN	102,523
COOLEN, KARYN	79,737
COOPER, BRADLEY	58,393
COOTE, CHARLOTTE	52,072
CORBEIL, JEANNELLE	74,062
CORNFORTH, LINDSEY	62,417
CORRIVEAU, SIMONE	60,670
COTE, COLLEEN	55,734
COULDWELL, COLLEEN	78,796
COURTNEY, SHARON	66,769
COUTURE, MONICK	62,396
COWAN, CARRIE	62,500
COWIE, ANGELA	70,989
COX, WAYNE	57,987
CRASWELL, MARILYN	68,171
CRISTIANO, KAREN	67,596
CROMARTIE, JENNIFER	67,399
CROSBY, SARAH	56,806
CROTEAU, ROBERT	57,490
CRUIKSHANK, BERNIE	74,822
CRUTCHLOW, TODD	64,602
CRUZ, JUN	128,513
CULHAM, MICHELLE	61,968
CUNNINGHAM, LINDA	52,142
CURRIE, BARBARA	55,036
CUTHAND, JOHN	51,936
CYR, DONNA	75,993
D EON, JOCELYN	59,938
DAGENAIS, RICHARD	88,983
DAHLEN, DOREEN	52,634
DAHLMAN, DANIELLE	58,277
DAKINIEWICH, MELISSA	54,013
DALMAN, DIANE	82,159
DALTON, SHIRLEY	57,535
DANGOR, JULIE	68,588
DANYLCZUK, MICHELLE	54,268
DANYLUK, PATRICIA	74,696
DARBYSHIRE, RHONDA	68,137
DASH, EARL	61,791
DAVIDSON, IRIS	65,624
DAVIES, DAWN WYNN	63,196
DAVIES, SANDRA	77,416
DAVIS, ELOUISE	60,255
DAVIS, PATRICIA	53,217

Payee	Amount Paid ($)
CLOSSON, JUDITH	70,297
COAKWELL, APRIL	58,920
COATES, JAMIE	62,560
COHEN, BERNENE	52,181
COLLINS, TRACEY	62,568
COLQUHOUN, SHEREE	56,271
CONN, AUDREY M	71,372
CONNOR, BRIGITTE	72,189
CONSTANT, MARLENE	62,926
CONWAY, JANE	61,623
CONWAY, STEPHANIE	58,206
COOK, DEBORAH	113,329
COOK, JILL	58,191
COOK, NINA	57,937
COOMBS, MAUREEN	67,096
COOTE, CATHERINE	68,253
COPPENS, DONALD	65,972
CORBETT, LYNN	55,984
CORRIVEAU, NICOLE	51,025
CORTUS, MONICA	55,866
COTTON, LYNNE	59,867
COULDWELL, MARGO	73,260
COUTURE, JOANNE	53,610
COUTURE, RITA	54,687
COWAN, CHELSEY	60,934
COX, TAISHA	63,863
CRAM, KATHIE	62,109
CRESSMAN, GRACE	115,539
CRISTO, NICHOL	57,816
CRONE, VALERIE	66,170
CROSSMAN, HEATHER	68,729
CROWE, ALECIA	56,249
CRUMP, JOLENE	75,329
CRUZ, JERRY	64,713
CULBERTSON, KRYSTAL	64,691
CUMING, LYNETTE	67,046
CUPLER, VADNA	111,370
CUSTER, BARBARA	65,886
CUTLER, TERRY	73,741
CZEKAJ, LYNELL	66,352
DADIOTIS, HELEN	79,485
DAHL, WENDY	68,974
DAHLGREN, MARK	83,386
DAIGNEAULT, PATRICIA	78,585
DALES, SANDRA	56,988
DALSHAUG, SHEILA	63,419
DANELIUK, LEE ANN	55,352
DANIELS, CHERYL	52,818
DANYLIUK, JOANNE	61,257
DARBELLAY, LORRAINE	51,766
DASH, DIANNE	71,547
DAVID, LESLEY	52,298
DAVIES, DANIEL S	92,663
DAVIES, J MAURA	280,246
DAVIS, DARCY	80,771
DAVIS, JUDY	81,370
DAVISSON, DOROTHY	62,659

Payee	Amount Paid ($)
DAWSON, CHRISTINE	70,760
DE BAKKER, BRENDA	64,490
DE JETLEY, HEATHER	84,636
DEBEER, JEAN	51,334
DECK, ALISON	77,472
DEGAGNE, LISE	63,773
DEIBERT, LISA	78,442
DELAINEY, DONNA	54,971
DELLE CURTI, ANGELA	71,636
DELORME, LEANNE	72,049
DEMERS, FLORIDA	107,231
DENESIK, BEV	55,454
DENIS, NANETTE	89,526
DENTON, JENNIFER	72,354
DENYS, FAYE	63,711
DEPPELER, DAVID	67,113
DERDALL, JACKIE	64,065
DESJARLAIS, TRACY	98,133
DEVRIES, ROB	65,102
DIACON, LUCILLE	60,144
DICK, CAROLYN	61,467
DIDUR, EDWARD	50,729
DIENO, ERIN	64,377
DIGBY, ANNETTE	70,825
DILLMAN, CORI	58,067
DIRPAUL, ALMA	51,155
DIX, VANESSA	63,650
DJKOWICH, DWAYNE V	82,887
DMYTERKO, DMYTRO	51,121
DMYTRYSHYN, CARMEN	69,175
DOBKO, TARA	62,239
DOBROWOLSKY, SHELLEY	79,028
DODGE, ANDREA	53,912
DODSON, MARGARET	53,752
DOEPKER, FAY	50,220
DOETZEL, KELLY	72,949
DOLAN LAPOINTE, LINDA	63,973
DONALD, BRENDAN	78,905
DONNAN, SHANNON	63,645
DOONAN, ANNWEN	71,406
DOREY, LORELEI	67,099
DORRANCE, LEANNE	65,554
DOUGAN, JEANETTE	60,408
DOW, BRETT	66,754
DOWN, LISA	69,073
DOYLE, FRANCES	67,028
DRAUDE, DONNA	68,695
DRIEDGER, JOANNE	59,213
DRIOL, CHRIS	62,285
DUBOIS, SERENA	66,607
DUCZEK, LAUREL	99,629
DUENSING, MAUREEN	59,452
DULOS, JOELLE M	67,462
DUMONT, AMANDA	67,501
DUNLOP, TERRY	57,756
DUNPHY, BOBBI	78,786
DUPONT, PAULA	58,262

Payee	Amount Paid ($)
DAWSON, HEATHER	70,008
DE BRUIN, PAMELA	76,319
DEACON, MAUREEN	86,714
DEBIENNE, NICOLE	52,124
DECORBY, GAIL	54,643
DEGEN, RUTH	85,110
DEIGHTON, LORNE	50,140
DELAINEY, TARA	70,246
DELLEZAY, GEORGE	78,585
DELORME, SHELLY	62,847
DEMONG, NADA	52,693
DENIS, BERTHE	62,637
DENNISS, JUDY	51,359
DENTON, MARY ANN	54,268
DEPPE STEWART, UTA	59,017
DEPTUCH, LYNNE	77,056
DERGOUSOFF, SHERYL	57,890
DEVEREUX, KAREN	76,770
DHAND, KIMBERLY	72,208
DICE, ENID	58,457
DICKS, APRIL	67,678
DIEMER, MICHELLE	62,177
DIETRICK, STACY	50,836
DIGBY, BRIAN W	73,083
DILLON, LAHOMA	50,721
DIUDEA, DANA	263,069
DIXON, DONA	56,252
DMYTERKO, CHRISTINE	51,097
DMYTROWICH, JEFFREY	75,908
DMYTRYSHYN, SYLVIA	75,023
DOBMEIER, LORETTA	53,740
DODDS, TERRY K	59,213
DODGE, LISA	52,455
DOEPKER, CURTIS	58,004
DOEPKER, NATALIE	59,474
DOHERTY, ELLEN	61,228
DONAHUE, JACLYN	50,123
DONLY, DAWN	84,770
DONNELLY, EDNA	65,709
DORATTI, PENDELYNN	53,239
DORNAN, HELEN	67,017
DOUCETTE, DEBBIE	52,057
DOUGLAS, CHARLOTTE	73,558
DOWN, DEBRA	60,578
DOWNING, BRENDA	82,277
DRAGAN, ANN	57,964
DREVER, EMILY	63,691
DRIEDGER, KATHE	65,532
DRUMMOND, GREG	111,550
DUCHSCHER, CHERYL	69,331
DUECK, SHIRLEY	64,821
DUFF, CORINNE	71,793
DUMAS, DENITA	54,113
DUNFORD, KAREN	51,588
DUNN PIERCE, TANYA	68,027
DUNVILLE, DEBORAH	59,664
DURAND, MARIE	65,032

Payee	Amount Paid ($)
DURANT, RANDY	58,984
DURHAM, TRICIA	51,014
DUTKA, ALICIA	52,765
DVERNICHUK, KAREN	65,286
DYCK, BRIAN	66,803
DYCK, MARLENE	53,090
DYKHUIZEN, MELISSA	62,759
DYNA, DEBRA	62,083
DYRLAND, KAREN	72,717
DZIADYK, RITA	51,759
EARL, JAMES	77,557
ECCLES, MYRNA	67,818
ECKLUND, JOANNE	76,597
EFTODA, NYLE	59,200
EIKEL, LYNNE	61,747
EISCHEN, LISA	66,960
ELASCHUK, MARYANNE	52,024
ELASH, DEBORAH	50,872
ELDER, PATRICIA	53,996
ELDSTROM, JO ANN	80,405
ELGERSMA, WINNIE	68,059
ELKE, LAURA	62,182
ELLIOTT, ANTHONY	70,862
ELLIOTT, LARRY	64,553
ELMGREN, MARGO	83,689
EMPEY, KAREN	68,233
ENGELE CARTER, KARI	70,543
ENGELE, JOANNE	67,928
ENNS, GEORGE	84,725
ENS, JEANETTE	93,451
ENS, RUSSELL	57,586
EPP, CAROL	60,298
ERICKSON, CHERYL	51,260
ERICKSON, KIRSTA	57,871
ERKER, GEORGE	50,663
ESPELETA, SOLITA	54,563
ESSON, TANIA	75,400
ETHIER, BERNICE	52,829
EVANS, DARCIA	71,640
EVANS, JENNIFER	68,599
EVANS, NADINE	51,724
EVELEIGH, JENNIFER	58,453
EWEN, MARLA	68,399
EZZAT, WENDELIN	119,788
FABIAN, VERONICA	70,902
FAFARD, RHONDA	54,719
FALASTEIN, PATRICK	51,223
FARDEN, DEB	70,564
FARRELL, DARLA	65,702
FAST, KATE	84,219
FAUTH, JAMIE	61,928
FEDERKO, ADELINE	81,121
FEDORAK, CORY	67,884
FEDYK, BRIAN	68,432
FEHR, LORETTA	55,509
FELDBRUEGGE, WILLIAM	68,377
FELTON, JANICE	70,479

Payee	Amount Paid ($)
DURDEN, JEAN	63,038
DUTCHAK, JANE	78,396
DUTKA, JANA	64,596
DYCK, AMANDA	57,279
DYCK, MARIANNE	50,536
DYCK, MARY LOU	58,136
DYKY, TERRA	61,612
DYOK, YVONNE	65,151
DZIADYK, JANET	85,805
EAGLE, TARAH	55,297
EATON, ANNEMARIE	74,517
ECKLUND, ELIZABETH	70,968
EDWARDS, JACKIE	54,061
EIKEL, ADELLE	66,322
EIKEL, MELANIE	59,076
EKLUND, MICHELLE	59,124
ELASH, BEVERLY	81,857
ELCHUK, SYLVIA	58,869
ELDSTROM, HILARY	63,532
ELEK, SHAUNA	50,670
ELIAN, NANCY	67,562
ELLINGSEN, DOUGLAS	68,189
ELLIOTT, JULIE	70,119
ELLIS, WILLIAM	79,391
ELVE, CAROL	53,464
ENGEL, EILEEN	70,467
ENGELE, ALANA	75,624
ENGLISH, IVAN	55,969
ENNS, SHEILA	59,647
ENS, NADINE	53,588
ENS, TAMMY	53,010
EPP, RODNEY	82,911
ERICKSON, COLEEN	69,625
ERIKSON PECHEY, KELLY	55,949
ERKER, LINDA	70,050
ESPESETH, PATRICIA	71,429
ESSON, WENDY	60,901
EVANS, BARBARA	87,708
EVANS, GLADYS	54,366
EVANS, MARIE E	74,466
EVASHENKO, ROXANNE	61,349
EWART, ELAINE	51,822
EWERT, SANDRA	66,695
FABE, BETTY	65,353
FAFARD, JO ANN	69,050
FAHLGREN, LAVERNE	74,449
FANDRICH, GUNTHER	59,039
FARDEN, MELISSA	59,305
FAST, ELSIE	53,408
FAUL SMITH, KAREN	52,706
FAVREAU, ANNE	98,688
FEDERKO, DEBBIE	66,921
FEDRAU, CURTIS	77,425
FEDYK, DONNA	62,803
FEHR, TAMI	58,259
FELLING, JANICE	82,340
FENNER, YVONNE	93,848

Payee	Amount Paid ($)
FENSKE, LORETTA	102,069
FERENCE, JEFFREY	60,126
FERGUSON, MAUREEN	51,762
FESYK, KAREN	67,050
FIDDLER, MARTIN	71,300
FIEBER, MARLA	65,523
FILLMORE, KAREN	68,203
FINDLAY, ANDREW	76,710
FISCHER, LORETTA	78,914
FISHER, EUNICE	65,898
FISHLEY, RITA	53,963
FITCH, RICHARD	59,088
FITZSIMMONS, ELAINE	77,967
FITZSIMMONS, MARLENE	65,359
FLACH, DEBRA	71,551
FLAHR, DONNA	56,597
FLANDERS, ROBERTA	53,728
FOFONOFF, DANIEL	85,153
FONTAINE, SUZANNE	63,725
FORBES, FRANCES	71,477
FORD, DEBRA	53,438
FORNWALD, MELODY	60,980
FORSEILLE, LINDA	55,846
FORTUGNO, RENEE	63,041
FOSTER, COLLEEN	72,324
FOSTER, KIMBERLY	57,836
FOTH, BERNICE	71,611
FOUNTAINE, FABIOLA	55,049
FRANCIS, BRENDA	55,666
FRANK, TRACY	54,888
FRANSOO, CHERYL	73,565
FRASER, BRENT	71,893
FRAYLING, JANET L	84,685
FREDERIKSEN, WENDY	70,851
FREILINGER, DIANNE	54,871
FRENCHMAN, CLARENCE	55,102
FRICK ROZDILSKY, JANLYN	75,202
FRIESEN, LINDA	71,021
FRIESEN, MICHELLE	54,224
FRIESEN, SHANNON	64,021
FRIESEN, YVONNE	69,684
FROESS, MARK	86,205
FROH, PENNY	80,022
FULMER, CINDY	52,029
FUNK, LORI	51,712
GAGE, CHONA	72,913
GALATIUK, SHIRLEY	78,578
GALGER, KATHY	63,868
GANTEFOER, AMY	68,531
GARBOLINSKY, DIANNE	66,218
GAREAU, LANA	63,765
GARTNER, LINDA	60,136
GASPERS, JANICE	60,391
GAUCHER, ALICE	69,971
GAUTHIER, DAVID	103,303
GAUTHIER, MARIELLE	68,795
GE, YAMEI	121,720

Payee	Amount Paid ($)
FENSKE, SYLVIA	54,172
FERGUSON, BRENDA	74,277
FERGUSSON, KATHERINE	57,255
FIDDLER, KERRI	55,223
FIDDLER, NANCY	75,268
FILIPCHUK, CHARLOTTE	78,994
FINCARYK, LINDA	63,209
FISCHER, ELMA	79,577
FISCHER, PAULETTE	60,966
FISHER, KELVIN	144,859
FISKE, DANIELA	64,696
FITZGERALD, BRENDA	196,619
FITZSIMMONS, LYNNE	54,714
FJELD, MEGHAN	59,446
FLACH, RON	58,303
FLANDERS, KELSEY	51,390
FLOWERS, MELISSA	51,351
FONTAINE, STEVEN	73,638
FONTAINE, VICKY	62,352
FORBES, SHELLEY	57,931
FORNWALD, AARON	86,758
FORREITER, DOROTHY	65,918
FORTIN, CLEMENT	72,875
FOSTER, BEV	70,577
FOSTER, KATHERINE	67,984
FOSTER, MARGARET	52,809
FOULKES, BRENDA	51,868
FOX REID, MARILYN	65,867
FRANK, LORI	108,207
FRANKO, JOANNE	68,159
FRANZ, DEANNE	51,945
FRASER, STEPHEN	60,467
FRAZER, TRACEY	52,848
FREDRICKSON, BARBARA	55,171
FREISTADT, WANDA	59,260
FRERICHS, KATIE	68,506
FRIESEN, EDNA	86,491
FRIESEN, LORI	57,329
FRIESEN, RUSSELL	59,996
FRIESEN, VALERIE	82,631
FROESE, KIMBERLEE	69,887
FROESS, TERESA	50,326
FULFORD, MARILYN	66,264
FUNK, CHERYL	54,506
FURBER, RHONDA	83,495
GAGNON, DALE	78,117
GALENZOSKI, DEBRA	67,127
GALLANT, LEE	79,460
GARBE, JEANNETTE	67,600
GARCIA, JOSEFINA	59,395
GARNER, CAROLINE	53,716
GASPER, LARRY	63,388
GATZKE, SARAH	84,756
GAUTHIER, AUDREY	55,670
GAUTHIER, ELISE	55,840
GAWLUK, BRENDA	58,480
GEBHARDT, TAMMY	62,941

Payee	Amount Paid ($)
GEDDES, CHERYL	75,436
GEIGER, DONNA	113,545
GELECH, CATHERINE	58,511
GENEST, SHARON	74,124
GENTNER, DARLENE	79,677
GERBRANDT, SHELLEY	62,887
GEREIN, JEAN	52,480
GERLINSKY, PEGGIE	65,086
GERMAIN, PENNY	87,772
GERRARD, NIKKI S	93,203
GERVAIS, DWIGHT	78,159
GERWING, KATHERINE	73,216
GIBNEY, LINDA	53,378
GIBSON, BRIAN	55,607
GIBSON, EILEEN	65,012
GIBSON, LORNA	50,838
GIBSON, SANDY	92,357
GIBSON, WENDY	62,961
GIESBRECHT, DELPHINE	61,215
GIESBRECHT, VERA	62,841
GIFFORD, MARIE	61,249
GIGNAC, RAMONA	61,104
GILBERTSON, KRISTINE	62,899
GILCHRIST, DAWN	58,317
GILLOTT, CAROL	66,106
GINTHER, RONALD	91,658
GIVEN, CHERYL	67,893
GLENNIE, SHEILA	88,312
GLOVER, SARA	59,801
GLUM, HELENA	70,106
GODFREY, DONNA	70,720
GOERTZ, PHYLLIS	78,910
GOETZ, DOREEN	61,957
GOLDADE, TRACEY	59,300
GOLEV, DMITRI	127,561
GOMEZ, JOSE	269,663
GOODMAN EIFLER, DAPHNE A	80,433
GOODMAN, GLORIA	61,901
GOODWIN, SUSAN	66,513
GORDON, JULIE	69,428
GORE, BRENDA	50,202
GORECKI, LYNN	75,477
GORKOFF, KAREY	60,248
GOSSELIN, DIANNE	54,318
GOWDA, LINDA	88,612
GRACE, MELANIE	76,782
GRAHAM WOLOSHYN, MARGARET	87,138
GRAHAM, CINDY	78,637
GRAHAM, MAUREEN A	74,809
GRANT, CHRISTOPH	90,391
GRANT, KATHERINE	53,542
GRAY, GWEN	67,861
GRAY, ROSEMARIE	66,596
GREEN, HEATHER	63,193
GREENE, CINDY	65,308
GREENWOOD, LORRAINE	61,186
GRETCHEN, ANGELINE	63,595

Payee	Amount Paid ($)
GEGNER, JOAN	80,424
GEISSLER, TIM	67,944
GENEST, PEGGY	54,312
GENTES, ROB	89,757
GEORGE, ALEX	98,084
GEREIN, DOLORES	79,112
GERLACH, VALERIE	66,983
GERMAIN, CLAUDETTE	60,751
GERMAN, ROBERT	62,057
GERSPACHER, KRISTINA	69,198
GERVAIS, THAINE	70,442
GIBLIN, TRAVIS	56,449
GIBSON, BONNIE	66,475
GIBSON, DAVID	119,920
GIBSON, JULEE	55,029
GIBSON, MARILYN	56,589
GIBSON, TERRENCE	80,999
GIEG, TERESA	64,321
GIESBRECHT, RONALD	67,272
GIFFORD, JILL	62,635
GIFFORD, MATTHEW	77,752
GILBERTSON, JOCELYN	50,728
GILCHRIST, DANA	63,138
GILES, SHANNON	50,001
GINTHER, DEBRA	58,785
GIRLING, VALERIE	65,511
GLAB, MICHELLE	76,508
GLOVER, NANCY	77,865
GLOWA, SARAH	69,393
GODDARD, TRACEE	64,145
GODSALVE, VALERIE	213,667
GOERTZEN, LAURIE	51,851
GOETZ, RUTH	55,146
GOLDBECK, NICOLE	69,873
GOLL, GWEN	66,758
GOODMAN CHARTIER, SANDRA	61,221
GOODMAN, DAVID	93,855
GOODMUNDSON, CAROLINE	58,095
GORDON, BRUCE	92,668
GORDON, TREVOR	76,788
GORE, RICHARD	67,429
GORGCHUCK, CAROL	68,720
GORMAN, KARA	58,725
GOULDING, KRISTINE	62,812
GRABOWSKI, JOYCE	56,664
GRAFF, RUTH	96,094
GRAHAM, CATHY	51,885
GRAHAM, ERIN	64,635
GRAHAM, MURRAY	60,126
GRANT, DORIS	61,486
GRAUER, KAREN	89,157
GRAY, LESLEY	60,275
GREASER, WALTER	82,829
GREEN, KEVIN	52,270
GREENOUGH, TIMOTHY J	91,541
GREER, DELLA	61,369
GREYEYES, SANDRA	77,031

Payee	Amount Paid ($)
GRIFFIN, LONNIE	62,753
GROLLA, RAMONA	50,247
GRONVOLD, DARREN	70,160
GROSS, JANET	59,971
GRYCHOWSKI, IRIS	64,701
GUDMUNDSON, CAROL	77,750
GUDMUNDSON, EILEEN	59,267
GUENTHER, M DAWN	79,520
GUIDINGER, JOY	53,800
GUILLEMIN, VALERIE	57,302
GUINA, KATHLEEN	87,464
GULUTZAN, MELANIE	75,160
GUNTHER, IRENE	55,476
GURNEY, NELIA	65,738
GURSKY, JOE	66,653
GUSPODARCHUK, BERNICE	52,336
GUTENBERG, VALERIE	61,121
GWILLIM, PEGGY	98,964
HACKL, CRAIG	71,096
HAENSEL, KATHERINE	53,311
HAGEL, CAROLYN	60,317
HAHN, CARRIE	55,336
HALABURA, RON	56,265
HALL, JANIS	75,246
HALSTROM, LORNA	69,305
HAMEL, MARLENE	56,765
HAMILTON, DIANE	71,314
HAMM, BRENDA	60,985
HAMM, MARTHA	66,472
HAMM, SANDRA	58,115
HAMPTON, CARMEN	52,370
HANKE, KAREN	61,887
HANMER, STACEY	89,754
HANNAH, VICTOR	74,208
HANSEN, CAROL	73,738
HANSON, BIANCA	66,704
HANSON, JENEVIEVE	54,500
HANSON, LINDA	62,271
HANSON, SPENCER	104,326
HARALDSON, PATRICIA	55,735
HARDER, BERNICE	66,790
HARDER, KERRIE	58,965
HARDER, TRACEY	56,419
HARDING, JANET	110,703
HARDY, TASHA	69,468
HARNISH, MARY	63,594
HARPELL, STACEY	68,403
HARRIS, DWAYNE	61,849
HARRISON, MAUREEN	51,170
HART, DANA	53,174
HARTLEY, GINNIE	67,147
HARTWIG, SANDRA	50,263
HARVEY, SHARON	158,069
HAUBRICH, GEORGENA	67,310
HAVER, ANN	52,692
HAWRYLUK, LISAMARIE	57,409
HAYDEN, DELLA	62,613

Payee	Amount Paid ($)
GROCUTT, LORI	73,661
GRONSDAHL, JOY	53,550
GRONVOLD, TRACY	61,292
GROSSE, ANITA	51,655
GUDJONSON, DONNA	62,529
GUDMUNDSON, DEBRA	100,805
GUENTHER, JUDY	54,212
GUEUSQUIN, MARLENE	61,904
GUIGON, BONNIE	70,117
GUILLOU, DEBRA	60,846
GULLEN, KATHY	67,303
GUNTHER HANSEN, DEBORAH	63,925
GUNTHER, JOYCE	70,342
GURSKY, CECILIA	118,033
GUSE, TAMMY	62,867
GUTEK, CYNTHIA	51,399
GUZAK, JENNIFER	60,864
HACKETT, PATRICIA	64,538
HADUIK, SUSAN	69,606
HAFNER, TANYA	55,499
HAGGERTY, LISA	56,926
HALABURA, JUDY	50,814
HALL, DEBRA	50,561
HALPAPE, JOAN	68,762
HALYK, SHAYLYN	56,667
HAMILTON, DARWIN	55,915
HAMILTON, SHELLEY E	68,326
HAMM, COLLEEN	58,503
HAMM, MYRN	77,907
HAMOLINE, NORMAN	73,467
HANCOX, ELIZABETH	71,427
HANLON, KEVIN	61,091
HANNA, CHRISTINE	50,943
HANNAM, DIANNE	74,195
HANSEN, STANLEY	70,900
HANSON, GAYLE	61,470
HANSON, LEANNE	77,579
HANSON, NANCY	62,703
HAPP, LORRAINE	70,118
HARBIDGE, DEANNA	58,192
HARDER, HELENA	57,732
HARDER, THERESA	63,519
HARDING, DEBORAH	63,610
HARDY, KAREN	63,224
HARMS, CARRIE	53,882
HAROLD, DIANE	52,202
HARRIS, BARBARA	59,258
HARRISON, DAVID	52,321
HARRISON, TERRY	56,740
HART, KAREN	80,686
HARTSOOK, CATHY	58,676
HARVEY, BRENT	79,842
HATTORI, SUSAN	66,325
HAUGRUD, DIANE	84,299
HAWKE, MARGOT	79,532
HAY, DEBORAH	93,860
HAYES, BARBARA	83,349

Payee	Amount Paid ($)
HEADLEY, TRACY	52,313
HECK, BRIAN	98,347
HEFFERNAN, CELESTE	77,577
HEGYI, JAYNE	51,318
HEIN, NATALIE	54,264
HEINRICHS, PAMELA	57,031
HELMER, D ARCY	84,737
HENDERSON, CHARLOTTE	53,087
HENDRY, M ANN	68,631
HENRY, CAROL	74,792
HENRY, KEVIN	72,027
HEPBURN, CORALEE	60,957
HERMANSON, MARY	53,588
HERTZUM LARSEN, LOIS	54,282
HEUSDENS, CAROL	57,113
HICKS, DEBBIE	81,716
HIENTZ, VALERIE	63,640
HILBIG, CAROLINE	50,611
HILDEBRAND, RUTH	50,413
HILKEWICH, MELANIE	75,578
HILL, AUDREY	58,873
HILLS, JANET	64,826
HINDMARSH, KAREN	76,060
HJERTAAS, RONNA	60,442
HNETKA, JO	52,282
HODGSON, NANCY	54,441
HOEHN, ALISON	53,652
HOEY, VERNA	78,483
HOFFER, DIANA	60,138
HOFFMAN, MICHELE	68,771
HOFFMANN, IRMA	53,273
HOGBERG, CINDY	62,751
HOGEL, ROBERT	94,521
HOLCOMB, VALERIE	66,496
HOLMES, CINDY	59,085
HOLOWATY, JEAN	77,039
HOLOWATY, ROSALIND	52,594
HOLSTEN, JACQUELIN	61,855
HOLTSLANDER, FRANCI S	67,872
HOLTVOGT, DEANNA	66,817
HONEYGHAN, HUIE	54,451
HOOD, GAYLE	58,458
HORDAL, GAIL	63,659
HORVATH, CRYSTAL	62,851
HOSAIN, SHEILA	61,058
HOSNI, ANGELA	72,466
HOULE, BARBARA	53,056
HOUNJET, MELANIE	85,384
HOWARD, DENISE	66,503
HRABOK, DIANE	62,957
HRYNIUK, ANGELA	52,557
HUARD, SHELLEY	59,376
HUBER, JANELLE	57,183
HUBIC, KYLE	61,415
HUDSON, LEONA	73,537
HUGHES, MICHAEL	76,222
HUMEN, VALERIE	67,947

Payee	Amount Paid ($)
HEATH, JACKSON	58,431
HEDIN, NOLA	75,730
HEFFERNAN, JUDY	85,977
HEILMAN, LEAH	68,126
HEINRICHS, KIP	58,805
HEISE, JEANETTE	74,779
HELSTROM, BRADLEY	50,416
HENDERSON, MARK	64,200
HENLEY, CORYLYNN	72,332
HENRY, DAVID	66,075
HENRY, SHARON	60,211
HERGOTT, JOAN	66,651
HERSHEY BERGEN, JULIE	66,979
HESTERMAN, YVONNE	62,605
HEY, FRANCES	50,125
HICKS, MARNI	59,568
HIGGS, MARLENE	64,057
HILDEBRAND, CONNIE	54,320
HILDEBRANDT, DONNA	52,660
HILKEWICH, TERRY	57,051
HILLIS, SARAH	75,959
HILTON, CURTIS	51,000
HINZ, LORI	95,155
HNENNY, VERA	76,531
HODGINS, IVY	65,033
HODSON, MICHAEL A	78,156
HOEPPNER, SUSAN	67,722
HOFFART, EDWIN	78,765
HOFFERT, CAROLYN	51,602
HOFFMAN, RALPH	84,634
HOGAN, SANDY	60,822
HOGBERG, GAIL	53,429
HOLAND, ANISSA	59,330
HOLIZKI, WANDA	64,678
HOLMES, DENISE	68,661
HOLOWATY, RENEE	57,542
HOLSTEIN, JANELLE	70,247
HOLTKAMP, YVONNE	64,662
HOLTSMAN, PATTI	67,451
HONDROS, BRENDA	67,980
HOOD, BOB	55,317
HOPPE, CAROLYN A	76,704
HORLICK, ANNA	50,922
HORVATH, FAYE	68,551
HOSEGOOD, LINDA	94,978
HOTZAK, YVONNE	63,171
HOUNJET, CELINE	61,609
HOVDESTAD, WENDY	51,873
HOWEY, LENORE	52,034
HRAPCHAK, CELESTE	52,856
HUARD, MARC	66,056
HUBBARD, CAROLINE	111,374
HUBER, THERESA	70,474
HUBICK, SHERRI	53,616
HUGHES, MARIE	52,066
HUMBERT, LEAH	57,351
HUMOL, ALMIRA	68,920

Payee	Amount Paid ($)
HUMPHREYS, DARIN	84,644
HUNCHAK, WALTER	50,576
HUNT, HEIDI	54,217
HURD, JANICE	80,738
HUSTON, ROGER	72,399
HUTCHISON, SHARON	61,074
HYLAND, BRENDA	69,060
INCH, ROXANNE	68,110
IRVINE, BRENT	62,422
IRWIN, SCOTT	78,206
ISBERG, LESLIE	56,206
ISLEY, MONA	66,259
JACEK, CORRINE	67,617
JACKSON, LEONA	61,862
JACOBS, MICHAEL	56,128
JACQUES, MARGARET	63,769
JAMES, KYLA	55,072
JAMES, SHAMUS	56,831
JAMISON, ELAINE	70,533
JANZEN, ANITA	61,376
JANZEN, DIANNE	50,001
JEANSON, JOYCE	64,988
JELISAVAC, GORAN	64,970
JENNETT, LLOYD	67,273
JENSEN, BART	58,866
JESS, KAREN	63,258
JOANIS, LORIE	57,618
JOHNER WILLIAMSO, NICOLE	61,801
JOHNSON, DEBORAH	56,573
JOHNSON, ELLY	50,874
JOHNSON, KELLY	67,594
JOHNSON, LORENE	68,188
JOHNSON, PAUL	62,822
JOHNSTON, BARRY	66,964
JOHNSTON, CLARE	79,170
JOHNSTON, FAYE	66,603
JOHNSTON, LAURA LEE	66,980
JOHNSTONE, NICOLE	64,731
JONASSON, SHELLEY	78,141
JONES, NANCY	58,393
JORDAN, MICHAEL	71,548
JOUAN TAPP, DONNA	75,123
JULIEN, NANCY	58,617
JUNGWIRTH, PATTI	61,683
JUZYNIEC, ROXANE	62,114
KACHOR, MAUREEN	73,556
KACHUR, BARBARA	67,917
KADASH, NICK	63,741
KALYNKA, CAROLINE	74,254
KANE, IV	60,084
KANHAI, TAMRA	60,174
KAPELL, COLLEEN	85,966
KARDASH, LARRY	57,379
KARNES, LORI	80,366
KARPPINEN, LESLIE	83,616
KARST, COLIN	68,018
KAUTH SOLMES, IRENE	57,548

Payee	Amount Paid ($)
HUMPHREYS, JEANETTE	69,914
HUNT, BEVERLEY	91,199
HUNTER, LESLEY	104,724
HUSTEJ, SUSAN	51,081
HUTCHINSON, SHELLY	50,504
HUTTON, STUART	120,567
IFE, CHRISTIE	73,667
INSULL, KAREN	67,179
IRWIN, HELEN	68,891
ISAAC, TERESA	83,129
ISELY, DOUGLAS	67,271
JABUSCH, MELODIE	60,984
JACKSON, ADELE	66,362
JACOBS, DONNA	53,441
JACOBSON, DARLENE	60,270
JAHNER UDEY, SHARLEEN	75,589
JAMES, MICHAEL	67,551
JAMESON, ROB	53,102
JANSER, MICHAEL W	75,908
JANZEN, DEBBIE	53,111
JAROTSKI, JASON	74,346
JEFFERY, CATHERINE	83,884
JENISH, AMANDA	67,287
JENNINGS, JOANNE	60,090
JENSEN, BRENT	76,756
JEZZARD, KRISTA	60,092
JOBE, JANET	57,935
JOHNSON, AUDREY	57,804
JOHNSON, DEBRA	57,967
JOHNSON, KATHRYN	57,292
JOHNSON, LANDON	57,032
JOHNSON, LORRAINE	61,578
JOHNSON, PAULA	60,721
JOHNSTON, CHERYL	63,763
JOHNSTON, EVELYN	62,415
JOHNSTON, HALEY	53,104
JOHNSTONE, LORI	64,250
JOLLY, SHELLEY	68,019
JONES, ELAINE	58,592
JONES, NOLA	76,374
JORGENSON, DEREK	88,583
JUDD, ANN	55,957
JUMA, HUSSAIN	78,585
JUNK, MAUREEN	60,715
KABATOW, COLLEEN	63,462
KACHUK, LAVINA	63,193
KACHUR, GARY	126,256
KALINOCHA, JAMIE	54,221
KAMINESKI, CHERYL	73,642
KANHAI, GWENDOLYN	68,615
KAPELL BROWN, CHERIE	54,853
KARAKOCHUK, LAURINDA	51,501
KARLSON, CAROLYN	63,200
KARPINKA, SUSAN	74,564
KARST, BLAKE	69,135
KASLAM, MAUREEN	75,535
KAUTZ, KATHARINE	72,768

Payee	Amount Paid ($)
KAUTZ, SHAMALA	51,688
KAWULA, KARYN L	74,485
KAYTO, DENISE	101,950
KEDDY BREZINSKI, DAWN	61,187
KEEN, JOHN	86,100
KEFFER, AIMEE	60,172
KEINDEL, IRIS	78,139
KELLN, JOLANTA	66,176
KEMP, PAMELA	66,057
KENNEDY, VICKI	63,437
KERNOHAN, JUDITH	54,801
KESSLER, GWEN	66,679
KHAN, WALI	106,288
KILAND, LOREYLYE	63,338
KILPATRICK, MARTY	58,641
KINAR, KAREN	76,535
KINDRACHUK, DONNA	90,791
KING, TINA	61,524
KINGSTON, SHARON	68,923
KIRK, AMY	59,566
KIRKPATRICK, BONNIE	50,009
KISH, AUDRA	52,444
KLASSEN, LAURA	70,705
KLASSEN, SHANNON	73,109
KLEBAUM, NANCY	72,697
KLEIN, JEANANNE	80,709
KLINE, DAVID	108,372
KNAFELC, D LYNN	64,602
KNIGHT, DEANNA	52,835
KNORR, BEVERLEY	54,065
KOCHAN, GERALD	53,857
KOHLE, MICHELLE	52,302
KOK, JANNA	56,715
KOLBINSON, CHERYL	81,325
KOLBINSON, KAREN	65,120
KOLLA, KATHLEEN	92,187
KOOB ROACH, GWEN	54,506
KOOP, ELAINE	66,827
KOPP, JODY	65,565
KORNDER, NOLA	69,748
KORNELSEN, CHERIE	65,657
KORPAN, JOCELYN	73,147
KORTE, LIANNE	58,062
KOSHINSKY, COLIN	60,181
KOSHINSKY, VALERIE	63,534
KOSLOSKI, CAROL	57,488
KOSOLOFSKI, COURTNEY	57,481
KOSTIHA, DEBRA	56,036
KOSTYK, JOANN	67,815
KOTELKO, PEGGIE	83,111
KOTT, SHENA	52,768
KOTZER SCHACHER, DAPHNE	57,454
KRAFT, BRIAN	70,602
KRAMCHYNSKI, DARREL	56,241
KRAUS, LEANNE	52,325
KRAYNICK, KATHRYN	56,054
KRIEGER, ALAN	66,525

Payee	Amount Paid ($)
KAWCUNIAK, LORRIE	53,510
KAY STEWART, JUDY	56,993
KEBEDE, ATAKELT	50,237
KEELER, SUSAN	78,827
KEEPING, KRISTY	51,435
KEIL, ERIC	71,782
KEINDEL, THERESA	63,360
KELSEY, MELISSA	57,324
KENKE, KIMBERLY	60,335
KENWAY, KAREN	62,778
KERPAN, BONNIE	55,975
KEYOWSKI, THERESA	62,643
KIENLEN, DOREEN	60,729
KILDAW, SHIRLEY	60,262
KIMBALL, NICOLE	61,431
KINCADE, ALEXIS	72,347
KING, LORNA	57,486
KING, VERNA	92,942
KINGWELL, VERA	52,736
KIRKLAND, BARBARA	79,277
KIRKPATRICK, JOAN	70,202
KLASSEN, BRIAN	52,427
KLASSEN, LINDA ANN	68,618
KLASSEN, VALERIE	69,445
KLEIN HEWITT, SHARON	51,802
KLEIN, VIVIANE	54,696
KLUZ, KRIS	57,323
KNAUS, KATHLEEN	84,234
KNIHNISKI, ANGELA	64,500
KNUTSON, RENEE	63,253
KOHLE, GLENDA	64,019
KOHUT, JENNIFER	62,689
KOLBACK, NOREEN	61,713
KOLBINSON, JANICE	67,099
KOLLA, BRENDA	51,036
KONECNIK, LEESA	77,189
KOOP, DWIGHT	63,413
KOPECK, RICHARD	68,980
KORINETZ, STEVEN	72,279
KORNDER, ROY	68,573
KOROLL, SUSAN	62,587
KORSBERG, EDMEE	86,987
KOSHELUK, SHERI	60,804
KOSHINSKY, DEBRA	79,997
KOSKI, MARY	59,814
KOSOKOWSKY, LINDA	50,915
KOSOWAN, TANJIA	61,414
KOSTIUK, ROBERT	59,366
KOSTYNA, MARIANNE	74,045
KOTELMACH, DIANE	58,556
KOTYK, LYNN	68,625
KOTZER, SUSAN	59,352
KRAL, MAUREEN	222,476
KRATCHMER, MARY	65,099
KRAWEC, LAURA	65,453
KREUGER JONES, JUDY	57,336
KRIEGER, ELAINE	93,187

Payee	Amount Paid ($)
KRIESE, BARBARA	68,285
KROEGER, JOY	78,585
KROHN, BRENDA	72,805
KRUGER, DARLENE	64,168
KUEHN, KIM	69,980
KUKURUDZA, PAULINE	53,478
KULING, SUSAN	80,359
KUSHNIRUK, TRACEY	68,353
KWIATKOWSKI, BRENDA	51,350
L HEUREUX, ADA	50,678
LABATT, BARBARA	56,082
LABRASH, VALERIE	59,525
LACZYNSKI, HOLLY	53,618
LAFRAMBOISE, SHANNA	64,325
LAIRD, MEGAN	58,030
LALIBERTE, ELAINE	90,966
LALONDE, ALAIN	76,757
LAM, MIMI	66,051
LANDELL, PAMELA	59,983
LANDRY, SERENA	58,497
LANGEVIN, FRANCES	71,401
LAPOINTE, LORIE	63,184
LAROCQUE, HARVEY	71,475
LAROQUE, SHIRLEY	68,298
LARSEN, SYLVIA	65,490
LARSON, JENNIFER	61,809
LASIUK, BLAINE	51,647
LATURNUS, NADINE	51,002
LAUTNER, CANDACE	64,164
LAVENTURE, LINA	63,964
LAVERTU, DANNY	59,424
LAWRIE, ANGELA	61,560
LAYTON, GENE	68,894
LAZARO, JESUS	70,065
LEBEL, CRYSTAL	50,150
LEBLANC, SOPHIE	57,565
LECLERC, CINDY	51,395
LEDRAY, RISA	73,539
LEEDAHL, TROY	51,432
LEES, JANET	80,154
LEGGOTT, NANCY	64,759
LEHMANN, REBECCA	51,227
LEITE, ELAINE	54,741
LEMSTRA, MARK	76,424
LEPAGE, BERNARD	71,337
LEPAGE, JENNIFER	54,048
LEPAGE, TREENA	68,953
LEPOUDRE, CHRISTA	61,319
LESLAR, TERRY	140,296
LESSER, WILLIAM	51,378
LESTER, BRYAN	53,452
LEUSCHEN, GLENN	74,755
LEVESQUE, KAREN	92,871
LEWIS, LINDA	59,982
LIBADIA, ROSALYN	63,791
LIEBELT, DWAYNE	72,232
LIGHTFOOT, FRANCES	68,788

Payee	Amount Paid ($)
KROEGER, ARNOLD	64,098
KROEGER, TERRY	72,791
KRUEGER, DEBORAH	59,860
KUCHURAN, NICOLE	52,438
KUIN, MARY ANNE	56,817
KULING, PAUL	69,413
KULYK, PATRICIA	60,501
KVINLAUG, DARLENE	51,419
KWIATKOWSKI, KEVIN	66,011
LABAS, YVONNE	77,364
LABORDE, CARRIE	50,009
LACHAPELLE, CONNIE	57,401
LADOUCEUR, NICOLE	70,014
LAHEY WIGGS, JOHN	67,948
LAIRD, NORMA	65,106
LALIBERTE, JACQUELIN	57,437
LALONDE, JEANNIE	59,254
LAMARCHE, SUSAN	52,224
LANDERYOU, JULIE	65,022
LANDRY, SHAN	161,651
LANGSTON, PAMELA	55,738
LARMET, JOHN	76,294
LAROCQUE, VALERIE	62,386
LARSEN, DONNA	161,586
LARSON, CONSTANCE	95,278
LARSON, SHIRLEY	52,356
LASKOWSKI, ROBIN	56,514
LAUGHTON, THOMAS	51,559
LAVALLIE, NORMAJEAN	56,183
LAVERGNE, JOCELYNE	80,315
LAVOIE, JANET	64,234
LAXDAL, LORI	62,094
LAZAR, MARILEE	60,815
LEANEY, COLLEEN	65,826
LEBLANC, NICOLE	62,352
LECLAIRE ROACH, CANDACE	63,023
LEDDING, BRENDA	61,691
LEE, DONNA	70,189
LEEK, DEBBIE	93,320
LEFOL, LAURETTE	62,264
LEHMANN, CARON	51,816
LEISLAR, LYNN	64,918
LEMESURIER, JENNIFER	57,369
LEONARD, MARIA	79,167
LEPAGE, DIANNE	62,600
LEPAGE, KENNETH	80,791
LEPITZKI, JUDY	74,873
LESKO, LINDA	57,563
LESLEY, SANDEE	62,844
LESSMEISTER, MARY ELLE	84,317
LEUNG, SHIRLEY	74,558
LEUSCHEN, LAUREL	57,150
LEVESQUE, MARK	56,093
LEYDON, NOELLA	102,183
LIBKE, DENAE	61,844
LIEBRECHT, STUART	79,699
LIM, SHERENE	68,411

Payee	Amount Paid ($)
LINDBERG, BRENDA	74,870
LINK, LANA	60,705
LIPKA, AUDREY	72,938
LITTLE, BRANDON	80,728
LITVENENKO, LORNA	62,187
LITZ, LORELEI	67,805
LIVINGSTONE, DAWNE	52,611
LOCK, BRENDA	76,872
LOCKE, CHRISTOPH	73,655
LOCKHART, MARIA	62,591
LOEFFLER, MICHELE	58,216
LOESSL, TAMARA	67,569
LOKEN, ERIC	66,649
LOMOND, JASON	53,579
LONGPRE, HELEN	66,543
LOOMER, ROBERT	67,209
LORAN, JULIA	66,582
LOVERIDGE, WENDY	51,821
LOWNDES, LEITHE	50,184
LUCAS GIANDOMENI, JANET	67,600
LUCHKA, KENNETH	69,067
LUCYSHYN, DIANA	60,007
LUDWIG, BERYL	68,365
LUDWIG, WENDY	53,910
LUND, LINDA	70,292
LUROSS, ANNE	61,362
LYLE, KATHRYN	79,059
LYSITZA, RENE	69,316
MABER, TREVOR	71,054
MACCAN, CAROL	57,551
MACDONALD, DEBBIE	71,264
MACDONALDFRIZZLE, NATASHA	50,666
MACDOUGALL, JOAN	66,343
MACEK, GARY	74,982
MACGOWAN, SHIRLEY	72,214
MACHUSHEK, KAREN LEA	65,542
MACKENZIE, KEVIN	64,870
MACLACHLAN, JOY	57,054
MACLENNAN, GORDON	63,967
MACMILLAN, CHERYL	74,086
MACPHERSON, KARRI	63,752
MADILL, GERALDINE	62,195
MADUCK, WAYNE	97,604
MADUKE, LEZLIE	51,525
MAGNUS, CARYN	52,145
MAH, JEAN	78,245
MAIER, DAVID	96,131
MAKEECHAK, BARBARA	78,291
MALLETT, JANE	50,686
MANDZUK, DAVID	81,404
MANN, CHANTELLE	67,408
MANSUY, HELEN	65,124
MARANDUK, KENNETH	74,230
MARCHINKO, DONNA	65,276
MARCKOSKI, DIANE	58,905
MARK, HOPE	58,208
MARKHAM, LORI	80,816

Payee	Amount Paid ($)
LINGELBACH, DIANNA	98,479
LINKLATER, KARMEN	54,099
LISSINNA, WENDY	56,377
LITTLE, PATRICIA	51,949
LITWIN, KATHLEEN	57,896
LITZENBERGER, TRENT	68,546
LLOYD, THERESE	50,458
LOCK, PATRICIA	67,387
LOCKERT, KIM	61,270
LOCKHART, SANDRA	72,733
LOEPPKY, SUSAN	97,361
LOEWEN, YVONNE	69,688
LOMOND, CATHARINA	59,128
LONG, MELISSA	60,565
LOOMER, ERIN	57,611
LOOMES, ADELINE	72,446
LOSIE, MICHAEL	63,175
LOWE, MARILEE	54,188
LOZINSKI, ELAINE	58,980
LUCE, MARGORIE	50,503
LUCIW, TAMMY	53,392
LUCZKA, TERESA	51,409
LUDWIG, LYNNE	54,102
LUKAN, MARCIE	61,851
LUNGULL, MARILYN	73,936
LY MINH, THAI	57,453
LYNCH, DARCIE	64,712
MABER, BARRY	318,936
MACARTHUR, JOHN	53,638
MACDONALD, BEVERLY	61,454
MACDONALD, LORETTA	66,603
MACDOUGALL, AMBER	61,223
MACEDWARD, KATHY	62,341
MACFADDEN, MICHAEL	67,251
MACHNEE, HELENE	59,740
MACKAY, LAURA	57,136
MACKINNON, THERESA	70,212
MACLEAN, DIANA	61,787
MACLEOD, BEVERLY	58,928
MACPHEAT, MARY	54,030
MACPHERSON, MEGAN	67,507
MADLAND, SHEILA	81,459
MADUIK, MELODEE	60,184
MAERZ, LINDA	69,875
MAGULA, ALEXANDRA	56,723
MAHAFFEY, SUZANNE	112,865
MAK, GUY	53,389
MAKI, KAREN	67,307
MALLOUGH, VALERIE	56,404
MANLEY, BRAD	73,530
MANN, JACKIE	127,490
MANTS, STACY	69,831
MARCHEWKA, THERESA	65,312
MARCINKIW, JOSEPH	67,743
MARCOUX, JO ANNE	89,067
MARK, SHARON	59,555
MARKHAM, TWYLA	69,207

Payee	Amount Paid ($)
MARKOWSKI, TARA	79,697
MARQUIS, LORRAINE	63,501
MARSHALL, CATHERINE	80,481
MARSHALL, JOHN	70,529
MARSHALL, SHERRY	55,054
MARTENS, ORLENE	73,387
MARTIN, ANDREA	54,702
MARTIN, HILDEGARD	54,125
MARTINDALE, TRACY	72,015
MARTSCH, SANDRA	62,503
MARUSCHAK, GAIL	56,412
MARYNIAK, KAREN	81,848
MASON, MICHELLE	52,026
MASSE, MELISSA	64,048
MATERI, PAUL	67,162
MATHERS HUNIAK, JUDITH	54,804
MATHEWS, MICHAEL	68,283
MATLOCK, RAYLENE	89,163
MATT, PHYLLIS	66,021
MATWEYKO, CARA	50,548
MAUNDER, SHERI	57,741
MAURICE, MARIE	59,698
MAXWELL, MARY	53,669
MAY, MARYANN	68,726
MAYO, COLETTE	70,282
MCALEER, JUDITH	60,712
MCAVOY, JAMIE	55,643
MCCAMON, JANET	90,633
MCCANNELL, DEBORAH L	65,194
MCCLEAN, DONNA	73,571
MCCONNELL, GARY	59,826
MCCREA, FRANCIS	68,971
MCCUBBING, ANNE	63,579
MCCULLOCH, MICHELLE	55,299
MCCULLUM, DONNA	65,075
MCDIARMID, MYRNA	58,287
MCDONALD, BRIAN R	67,835
MCDOUGALL, LINDA	63,937
MCEACHERN, JULIE	56,437
MCFADDEN, SHELLY	86,007
MCFARLANE, DIANA	78,684
MCGILLIVRAY, CHERYL AN	54,857
MCGRATH, TERRI	61,131
MCGREGOR, KAREN	52,264
MCHUGH, MARGARET	62,056
MCIVOR, KRISTA	60,559
MCKAY, JOSEPHINE	55,758
MCKEE, MARGARET	60,348
MCKERCHER, MORAG	70,141
MCKINNON, DONALENE	61,673
MCKNIGHT, DONNA	63,850
MCLASHEN, DARCI	59,217
MCLEOD, ANNE	64,557
MCLEOD, RACHEL	54,465
MCLOUGHLIN, TRACEY	59,766
MCMILLAN, BRENDA	60,121
MCMILLAN, ROBERT	83,082

Payee	Amount Paid ($)
MARLEAU, GORDON	58,798
MARSHAK, JODY	58,335
MARSHALL, IRENE	87,798
MARSHALL, KEN	91,648
MARSHALL, TRACEY	65,300
MARTENS, PAMELA	54,807
MARTIN, HEATHER	59,260
MARTIN, LINDA	93,817
MARTINUK, MARILYN	81,527
MARUSCHAK CLAY, NADIA	91,964
MARUSCHAK, SHIRLEY	58,250
MASON, JACQUELIN	64,872
MASON, WAYNE	62,763
MASSETT, JANICE	50,396
MATERIE, ROBERTA	64,397
MATHESON, EMILY	86,398
MATIKO, MARLENE	67,459
MATONOVICH, TRACEY	58,255
MATTHEWS, LYNN	66,982
MATZNER, KATHERINE	76,663
MAURER, DENISE	59,064
MAXIN, CRYSTAL	72,611
MAY, BARBARA	62,808
MAYHEW, CHRIS	59,849
MAZURAK, WAYNE	56,553
MCAULAY, LAURALEE	50,409
MCCAIG BEATTIE, TRACEY	77,650
MCCANN, KAREN	65,122
MCCANNELL, IAN	66,517
MCCONNELL, ANGIE	61,924
MCCREA, DEBORAH	52,690
MCCREADIE, MARCY	55,404
MCCULLOCH, BEV	56,098
MCCULLOUGH, JEANNETTE	59,300
MCDIARMID, ADELE	61,979
MCDONALD, BERNADETT	56,800
MCDONALD, CAROLINA	83,184
MCDOWALL, CHRYSTAL	61,483
MCELLIGOTT, JAMES	51,014
MCFARLAND, ARLENE	66,764
MCFARLANE, SHERRILL	59,066
MCGRATH, STACEY	58,345
MCGREGOR, CONNIE	66,561
MCHARGUE, DARCY	74,853
MCINTOSH, JULIANNA	62,254
MCIVOR, SARAH	57,807
MCKEE, JACKIE	78,585
MCKEN, SHARON	104,522
MCKERLIE, JANICE	80,026
MCKINNON, JOYCE	55,639
MCLAREN, CONSTANCE	53,334
MCLEAN, JEAN	50,655
MCLEOD, KAREN	64,302
MCLOUGHLIN, BRENDAN	67,411
MCMAHON, SHIRLEY	86,565
MCMILLAN, DEAN	55,630
MCMULLEN, BLAKE	67,584

Payee	Amount Paid ($)
MCMURTRY, BRUCE	80,274
MCNAIR, ERICK	92,818
MCNALLY, DAWN	51,912
MCNICHOL, CHRISTINE	58,363
MCPHEE, JANE	98,984
MCTAGGART, LORI	75,395
MEAGHER, ANGELINE	53,578
MEEDS MONTERO, DARLENE	62,213
MEIER, CHRISTINE	58,770
MEIKLE, LYNN	65,211
MELIN, RYAN	62,454
MELLESMOEN, KRISTA	54,448
MELROSE, EILEEN	73,415
MENDOZA, ILLUMINAD	78,395
MENSAH, BRIDGET	69,262
MERGEN, ELIZABETH	74,348
MERKLEY, JO ANN	76,994
METCALFE, CAROL	72,850
MEWDELL, CHRISTIE	73,289
MICHAELS, CONLEY	76,916
MIDDLETON, MARY	67,605
MILDENBERGER, SCOTT	59,093
MILLER, COREY	112,361
MILLER, DAWN	60,774
MILLER, KAREN	53,910
MILLER, LAURIE	80,899
MILLER, PATRICIA	68,711
MILLS, DEBORAH	77,642
MILOS, GLORIA	71,908
MINIELY, GORDON	50,191
MINK, JOSEPH	72,240
MINOVITCH, SUSAN	57,913
MISFELDT, BRENDA	50,875
MISSELBROOK, JANET	61,068
MITCHELL, BRENDA	78,920
MITCHELL, MELANIE	51,355
MOCHAR, DELYNN	50,864
MOGK, SHEILA	70,049
MOLESKI, JINELLE	55,884
MOLNAR, CELIA	62,277
MOLNAR, PAMELA	77,726
MONSELER, LYNN	56,863
MONUIK, LINDA	59,615
MOODLEY, VANITHA	60,250
MOONEY, TERRI	59,151
MOORE, HEATHER	52,203
MOORMAN, MARLENE	67,262
MORE, CAROL	71,218
MORETA, DENISE	62,074
MORGAN, DENNIS	56,818
MORGAN, RACHEL	57,989
MORIN, CAROLYN	78,732
MORIN, SANDRA	91,789
MORRISON, JEAN	191,358
MORRISSETTE, KAREN	57,029
MORTON, DANIEL	61,284
MUCHA, TRINA	66,443

Payee	Amount Paid ($)
MCMURTRY, KATHRYN	72,245
MCNALLY, CHERYL	67,939
MCNEIL, SHIRLEY	112,112
MCPEEK, ANTONETTE	75,429
MCQUATT, KIMBERLY	56,761
MEADOWS, NIKKI	56,270
MEDERNACH, CAROLYN	56,581
MEGER, NATASHA	63,558
MEIER, SHELLEY	63,372
MELHOFF, JUDY	59,657
MELIS, DEBORAH	71,118
MELNYCHUK, TRUDY	64,960
MELYMICK, CAROL	81,304
MENNIE, VICKIE	51,613
MERCADO, ANNALYN	80,054
MERKENS, MIKE	50,817
MERKOSKY, LANDRY	59,659
METCALFE, JUDY	90,665
MIAZGA, HEATHER	78,159
MICKALISHEN, LINDA	78,464
MIKITUK, RUTH	59,952
MILLER, AUDREY	77,218
MILLER, DAVID	69,923
MILLER, DON	50,147
MILLER, KEITH	58,798
MILLER, LIANNE	51,494
MILLER, REBECCA	58,223
MILLS, FRANCES	56,400
MINIELLY, DELLA	78,842
MINIFIE, FAY	66,440
MINO, TREVOR	50,251
MIREAU, RUTH	58,492
MISKOLCZI, LORNA	68,198
MITCHELL, BETTY	60,611
MITCHELL, MAVIS	68,113
MITZEL, KANDACE	56,203
MOEN, DENNIS	114,121
MOLDENHAUER, DEBORAH	66,638
MOLGAT, GILLES	270,120
MOLNAR, GAYLENE	78,849
MONETTE, HELCONIDA	106,665
MONTAGUE, SHARLEEN	58,099
MONUIK, ROBIN	57,942
MOOLEKI, HILDAH	68,312
MOORE, ALBERT	53,756
MOORE, LAUREN	82,134
MORDEN, DENISE	85,757
MORE, JANICE	61,955
MORGAN, BRIAN	345,400
MORGAN, LESLIE	65,580
MORGAN, SHEILA	77,693
MORIN, CAROLYN	59,889
MORPURGO, SHARI	53,960
MORRISSETTE, ALAN	54,846
MORRISSEY, HEATHER	68,274
MORTON, DEBRA	69,229
MUENCH, BEVERLY	67,042

Payee	Amount Paid ($)
MUENCH, DEAN	56,077
MUIR, SHELLEY	56,107
MUNRO, GERI	78,733
MUNRO, SUSAN	68,955
MUNSON, BERNICE	53,116
MURDOCK, JANICE	74,849
MURPHY, ANN	67,579
MURRAY, BRUCE	270,121
MURRAY, SHEILA	67,518
MUSICK, PAUL	53,622
MUTTER, VALERIE	63,948
MYERS, WILLIAM	55,085
NADEAU, JAYLENE	78,203
NAGY, LINDA	54,324
NAHIRNEY, DIANNE	59,261
NAKRAYKO, KATHY	78,507
NATYSHAK COQUET, ARLENE	66,147
NEDJELSKI, LINDA	62,466
NEEDHAM, MAUREEN	66,417
NEIN, LAUREEN	59,497
NELSON, DONNA	56,647
NELSON, FLORA	50,276
NELSON, JENNIFER	57,604
NELSON, LINDA	60,845
NERENBERG, JANICE	59,118
NEUBERGER, CONNIE	70,015
NEUDORF, CORDELL	215,546
NEUFELD ROCHELEA, MELODY	61,038
NEUFELD, LISA	50,916
NEUFELDT, LORNA	63,833
NEUMANN, MARGUERIT	65,036
NEVILLE, CHERYL	66,611
NEWMEYER, MARSHA	58,998
NEWTON, KIM	58,569
NICHOLSON, GAIL	61,359
NICKOLET, TALA	67,965
NIDOSKY, LISA	64,123
NIEKAMP, MARYANN	82,865
NIEMAN, KAREN	56,640
NIEVARES, MARILYN	53,223
NIKOLAISEN, SHANNON	63,580
NIMILOWICH, SUSANNA	79,816
NIWRANSKI, PHYLLIS	58,508
NIXON JACKLE, SARAH	70,030
NOBLE, MARJORIE	71,246
NOGIER, KAREN	70,162
NOMELAND, KEITH	58,507
NORDICK, NATELLE	58,338
NORDQUIST, NORMA	79,100
NORMAND, ROSEMARIE	78,990
NORTHEY, REEVASI	59,984
NOVAKOVSKI, RICK	65,571
NOWLAN, DIANE	57,369
NYESTE, KENNETH	53,570
NYSSEN, JIM	61,185
NYSTUEN, WENDY	80,347
O HAGAN, NIAMH	117,689

Payee	Amount Paid ($)
MUGGLI, TRACY	81,459
MULHOLLAND, LORI	59,086
MUNRO, JAMES	54,708
MUNRO, TIFFANY	54,863
MURCH, SARAH	79,721
MURFITT, NAOMI	52,031
MURPHY, DOROTHY	70,039
MURRAY, JACQUELIN	62,658
MURZA, SHARON	64,180
MUSSCHOOT, BLANCHE	73,424
MUZZOLINI, JANET	57,239
MYSLICKI, KIMBERLY	65,870
NADON, SUE	79,314
NAGY, MARY	60,123
NAIDOO, SESHNI	54,046
NAPPER, DELLE	72,985
NEBOZENKO, DEBBIE	77,654
NEEDHAM, DIANNE	59,024
NEEFS, TERRY	100,611
NELSON, ANN MARIE	74,435
NELSON, EDITH	59,341
NELSON, GAYLE	73,662
NELSON, KATHLEEN	59,126
NELSON, LISA	51,096
NESBITT, COLLEEN	69,567
NEUDORF, BRENDA	74,954
NEUDORF, NATISHA	60,607
NEUFELD, KIMBERLEY	73,014
NEUFELD, NICOLE	71,826
NEUGEBAUER, CAROLYN	50,409
NEVDOFF, ANITA	73,707
NEWMAN, KAREN	113,049
NEWTON, DALENE	62,223
NICHOLLS, RAYMONDE	56,594
NICKEL, LENORA	55,523
NIDOSKY, JEANNETTE	70,676
NIEBERGALL, ELAINE	62,757
NIELSEN, PAULETTE	69,303
NIENABER, BLAYN	65,659
NIJMAN, DAWN	59,349
NILSON, JOANN	51,809
NIPPI ALBRIGHT, BETTY	57,954
NIXEY, TERESA	54,709
NOBERT, MARCEL	59,822
NOESGAARD, NORMA	75,840
NOLAN, CAROLE	68,704
NORDICK, DIANE	62,473
NORDICK, STELLA	107,451
NORELIUS, RUTH	60,328
NORRIS, ERIN	54,548
NOVACK, ROBERT	60,798
NOVICK, LINDA	69,244
NOWOSAD, WAYNE	52,386
NYLUND, CINDY	70,233
NYSTROM, ELAINE	69,035
O CONNOR, MELAINA	69,446
O HARA, CATHERINE	70,264

Payee	Amount Paid ($)
O NEAIL, DEBBIE	71,339
OCHITWA, ELIZABETH	61,762
ODERMATT, LESLEY	55,893
OFFEN, GIGI	66,703
OGLESTONE, LAURIE	64,616
OKRAINETZ, TYRONE	69,273
OLESKO, RENATE	60,880
OLIVER, DEBORAH	74,846
OLSON, COLLEEN	86,809
OLSON, JONI	59,965
ONATE, MARIA	59,605
ONG, WIVINA	54,890
OPEKOKEW, EILEEN	70,264
OPFERGELT, VONDA	72,343
ORCHARD, KARLA	61,107
ORR GOSSELIN, MARIE	60,692
OSHANEK, DARYL	119,730
OSTAFIE, CYNTHIA C	66,477
OSTAPOWICH, PAULA	53,716
OSTROWSKI, MELISSA	65,132
OTTENBREIT, ANGELA	61,277
OUCHAREK MATTHEI, ALICIA	59,325
OXBY, ROSALYN	72,306
PACKOTA, SUSAN	74,719
PAINCHAUD, ROXANNE	76,368
PANCHUK, HEATHER	69,180
PAPP, BARBARA	61,127
PARCHER, MYRA	79,520
PARK, YOU MI	54,760
PARKER, KATHERINE	55,398
PARTON, GLORIA	61,197
PASTL, DENYSE	50,993
PATENAUDE, DANIEL	81,467
PATZER, TERRY	85,721
PAULSON, DEBRA	73,054
PAVELICH, BEVERLY	116,559
PAVLOFF, MARLA	79,102
PAWLIW, ASHLEY	53,663
PAWLUK, ANNIKA	56,946
PAWLUK, SHIRLEY	78,588
PEARCE, TWYLA	58,384
PEARDON, MEGAN	53,804
PEARSON, RENA	53,741
PECK, ERIN	54,779
PEDERSON, BONNIE	50,951
PEDERSON, TARA	56,192
PEGG, KAREN	69,642
PENNER, BRENDA	53,006
PENNER, MARIE	54,506
PENTELUK, LORRAINE	52,370
PERRIER, LINDA	53,383
PERRIN, KATHY	66,281
PERVERSEFF, VIRGINIA	57,072
PETERS STEWART, MARIE	57,603
PETERS, HELENA	63,419
PETERS, SHERRI	54,129
PETERSON, SCOT	58,032

Payee	Amount Paid ($)
OBERG, ANGELA	62,902
OCRANE, DARLENE	56,713
ODSEN, LESLEY	87,777
OFSTIE, MARILYN	112,574
OGREN, PENNY	50,441
OLDACH, VIRGINIA	51,341
OLFERT, HELEN	51,185
OLIVER, DOUGLAS	53,225
OLSON, DONNA	53,160
OLSON, KAREN	61,464
ONG, INDEPENDE	63,972
ONUSHKO, LYNN	78,022
OPEKOKEW, JOHN	58,075
OPONDO, JOHNMARK	179,922
OROSZ, IAN	65,351
OSCVIRK, CYBELLE	57,428
OSTAFICHUK, ELLEN	74,675
OSTAPOWICH, KAREN	60,340
OSTOFOROFF, VERONICA	61,886
OSTROWSKI, RYAN	77,612
OTTERBEIN, SHIRLEY	81,433
OUELLETTE, SHANNON	55,542
OZEROFF, CHRISTINA	69,414
PAHL, WENDY	60,659
PALMER, CHANTELE	56,649
PANCHUK, SHELLY	60,719
PAPROSKI, BRENNEN	57,448
PARENTEAU, AMY JILL	61,313
PARKER, ANNE MARI	86,228
PAROLIN, JENNIFER	55,218
PASCUAL, REMONETTE	71,571
PASTOR, NADINE	62,662
PATRICK, CARLA	78,827
PAULI, GREG	78,674
PAUW, KATHY	269,081
PAVELICH, LISA	52,511
PAVLOFF, MICHELLE	54,795
PAWLIW, BEVERLY	64,710
PAWLUK, RENATE	96,977
PEACOCK, SHELLEY	69,618
PEARCEY, JENNIFER	55,160
PEARSON, CARON	122,789
PEARSON, TRICIA	55,386
PECKENPAUGH, SHANIN	76,097
PEDERSON, CINDI	50,200
PEEVA, NADEJDA	58,627
PENN, KATHRYN	61,718
PENNER, HEATHER	65,912
PENNER, ROSE MARY	53,337
PEREIRA, MICHELLE	52,718
PERRIER, LYNDA	79,157
PERRY, GARRY P	74,002
PETER, GALE	52,995
PETERS, HARVEY	67,777
PETERS, MARCIA	67,953
PETERSON, DONNA	65,161
PETERSON, TERRI	50,410

Payee	Amount Paid ($)
PETFORD, RHONDA	64,295
PETRIE, SUSAN	64,702
PEYTON, TINA	55,121
PHILLIPS, LLANA	54,167
PHILLIPS, RICKEY	68,165
PICKERL, KATHERINE	64,776
PIDHORODETSKY, MELANIE	66,818
PIERCE, SHIRLEY	73,790
PIHACH, BONNY	65,658
PILLER, LYNDI	60,410
PION, JASON	78,089
PIPRELL, JENNIFER	64,202
PITMAN, RUTH	94,937
PITTMAN, GREG	64,963
PLANTE, ROB	64,890
PLAYFORD, DORIS	60,974
PLUNZ, DARREN	68,947
PODILUK, KAREN L	66,836
POLLOCK, THOMAS	54,219
PONCELET, CAROL	66,307
PONGRACZ, BEVERLY	60,500
POPICK, NADINE	53,449
POPPLEWELL, JILLIAN	62,115
PORTER, SHIRLEY	69,843
POTTLE, VALERIE	60,789
POWELL, DAPHNE	67,392
PRENTICE, FAYE	64,014
PRESTON, MAUREEN	67,569
PRICE, WILLIAM	59,264
PRIEST, AGNES	54,318
PRINGLE NELSON, CORALEE	57,083
PRITCHARD, MARY	64,821
PROCTOR, JORDEN	67,572
PROKOPETZ, BERNADETT	53,835
PROKOPIW, MARIE	53,521
PRUDEN, KARI	53,284
PUHL, SHAYLA	52,642
PURA, JANICE	59,431
QUINN, PATRICK	70,083
QUIRING, LOUANNA	56,338
RADESIC, RUTH	52,747
RAHAMAN, ZAIDA	58,490
RAITER, PEARL	56,601
RAMSAY, MICHELLE	61,967
RATHGEBER, LORRAINE	60,253
RATZLAFF, DEANNA	50,778
RAYAT, CARRIE	67,534
REA, LESLIE	106,440
REDEKOP, RUTH	55,345
REDIGER, SANDRA	53,928
REGIER, LOIS	51,221
REGIER, MARLA	68,247
REIBER, JODY	58,645
REICHERT, JERRY	58,909
REID, JACLYN	69,642
REILKOFF, DAWN	64,720
REINBOLDT, LORRIE	60,989

Payee	Amount Paid ($)
PETRAS, JAMES	61,549
PETTY, MARGARET	63,982
PHILLIPS, DAWN	63,567
PHILLIPS, LOIS	62,652
PICHE, JEAN PAUL	56,660
PIDDUCK, TERESA	68,053
PIDWERBESKI, GLORIA	53,718
PIERLOT, NOLA	60,998
PILAT BURNS, CHARLOTTE	68,339
PILON, GARRY	59,619
PIOTTO, ARLENE	54,269
PISIO, CHARLENE	58,506
PITTMAN, CINDY	78,524
PLACATKA, CINDY	58,325
PLAXTON, HEATHER	55,200
PLOMER, MAGGIE	70,686
POCHIPINSKI, DIANNE	70,503
POLLOCK, MARLENE	69,680
POMEDLI, SHERRY	60,363
PONCELET, LEANNE	50,762
POPADYNETZ, ELIZABETH	75,906
POPOWICH, GLENDA	81,598
PORTER, DWAYNE	54,068
POTTINGER, JOAN	113,715
POULIOT, SYLVIA	62,725
PREFONTAINE, MICHELE	59,934
PRESS, MADELINE	74,722
PRICE, JACKLYN	53,138
PRIDDELL, ROSE	75,716
PRIESTLEY, BRYAN	67,067
PRISCIAK, K DENISE	53,886
PROCTOR, CINDY	68,606
PROCTOR, PATRICIA	67,829
PROKOPETZ, STEVEN	64,238
PROPP, ALAN	79,797
PUCKETT, BARBARA	82,858
PULLES, MAUREEN	68,530
QUICK, MELODY	64,380
QUIRING GALLEN, BONNIE	68,091
RABUKA, JOAN	60,741
RAGUSH, DON	52,569
RAIN, DAWN	53,501
RAMLER, MARCIA	68,437
RATCLIFFE, JAIMIE	61,074
RATZ, LEONA	62,649
RAUCKMAN, GILLIAN	52,601
REA, DOUGLAS	64,329
REA, LESLIE	75,429
REDEKOPP KROEGER, CAREY	65,989
REES, HENRIKE	233,745
REGIER, LOREN	90,889
REGUSH, CARLA	62,421
REICH, CYNTHIA	69,275
REID, CATHY	74,588
REID, ROWENA	71,416
REIMER, SHARON	65,016
REINEKE, WAYNE	101,960

Payee	Amount Paid ($)
REINHARDT, VAUDREE	64,130
REINHART, LISA	51,967
REMENDA, AUDRA	54,375
REMPEL, DOROTHY	75,498
RENAS, TANNIS	54,147
RENWICK, WENDY	80,044
REYNOLDS, DIANE	65,370
RHODE, DARWYN	52,257
RHODES, DEBORAH	159,056
RICH SPERLING, DONNA	64,273
RICHARDSON, KENNETH	60,639
RICHARDSON, YVONNE	58,979
RICHTER, CRYSTAL	78,794
RIDEOUT, LYNN	57,194
RIDSDALE, VALERIE	68,950
RIIS, SHARI	50,696
RING, CHARMAINE	69,116
RISLUND, MAE	81,551
RIVARD, JUNE	68,804
ROADHOUSE, LORRAINE	64,136
ROBERTSON, DAVID	74,465
ROBERTSON, KATHY	70,746
ROBICHAUD, SOPHIE	58,573
ROBIN, LORI	59,178
ROBINSON, BARB	61,514
ROBINSON, DIANE	58,188
ROBINSON, RANDY	57,156
ROBLES, BEATRIZ	74,771
ROBSON, EVELYN	63,638
RODYCH, JUNE	76,385
ROESLER, ELAINE	80,983
RONALD, SARA	50,824
ROSE, NATALIE	68,706
ROSIE, LEAH	58,993
ROSINA, KATHERINE	52,418
ROSS, MARY	68,922
ROY, RENE	62,595
RUDICHUK, JUDITH	72,227
RUDULIER, HELEN	80,135
RUSSELL, BARBARA	56,104
RUTKO, JUDITH	70,756
RYAN, SHAWNA	60,552
RYBOTYCKI HILLBO, MARILYN	50,094
SABADASH, HELEN	64,400
SACRO, LORNA	59,08[illegible]
SAGAN, DOROTHY	112,151
SAHAR, DARCIE	56,154
SAKOWSKY, COLLEEN	67,784
SALAMON, LYNNE	57,657
SALTER, ALICE	51,770
SAMOLESKI, JENNIFER	54,680
SANDERS, DONALD	59,012
SANGRAY, MICHELLE	61,826
SANTORO, AMANDA	64,924
SAPIEHA, DONNA	65,594
SARICH, DALE	56,413
SAULNIER, ANNE	68,467

Payee	Amount Paid ($)
REINHART, CHANTELL	58,275
RELITZ, CHRIS	74,775
REMMEN, MOIRA	58,393
REMPEL, JAKE	65,964
RENNEBERG, LINDA	63,550
REYNDERS, NICHOLAS	61,727
REYNOLDS, MARK	60,708
RHODE, NADINE	50,310
RICE, STEPHEN	66,523
RICHARDSON, JANE	87,505
RICHARDSON, VALERIE	53,035
RICHELHOFF, ANA	72,260
RICHTER, RENAE	58,461
RIDLEY, SCOTT	77,803
RIEHL, ADELE	104,778
RILEY, TANSLEY	62,720
RIPLEY, VA[illegible]ESSA	61,612
RITCHIE, KRISTIN	65,037
ROACH, MARIAN	67,072
ROBERTS, SANDRA	79,869
ROBERTSON, DOUGLAS	59,743
ROBERTSON, PATRICK	98,111
ROBICHAUD, SUSAN	54,485
ROBINS, ANNE	58,020
ROBINSON, CHRIS	307,782
ROBINSON, ELAINE	55,644
ROBINSON, ROBIN	69,943
ROBSON, ELIZABETH	73,617
ROBSON, MICHELLE	80,447
RODYCH, NADIA	62,069
ROESLER, JENNIFER	107,743
ROSAASEN, NICOLA	50,608
ROSEBERRY, LINDA	51,914
ROSIN, MARK	97,918
ROSS, ALLEN	71,570
ROUFOSSE, SHARIE	58,244
RUCKS, KIM	68,313
RUDNISKY, RITA	62,740
RUDYK, ALLAN	75,349
RUTHVEN, MYRNA R	66,035
RYAN, KAREN	51,071
RYBERG, JENNIFER	57,865
RYLAND, LINDA	67,064
SABO, SHELLEY	55,022
SADLER, LORRAINE	54,962
SAGROTT, EDNA	58,149
SAKOWSKI, GISELE	61,210
SALAHUB, JENNIFER	56,679
SALAMON, VINCE	61,652
SALYN, SANDRA	57,086
SAMPSON, ERIN	58,545
SANDERSON, MARGARET	60,305
SANTER, KRISTEEN	65,197
SANTORO, JOAN	75,951
SARAFIN, CHARLENE	50,168
SASATA, ROSEMARIE	107,959
SAULNIER, KATHY	70,513

Payee	Amount Paid ($)
SAUNDERS, ROB	54,930
SAWATSKY, MAGGIE	52,527
SAWATZKY, JANICE	65,349
SAWATZKY, TRUDY	60,479
SAWCHUK, DIANNE	63,592
SAWYER, PAULINE	59,303
SAXINGER, TED	55,223
SAYERS, MARY	55,395
SCARLETT, MARGARET	64,588
SCHAAN, LORRAINE	55,121
SCHAAN, PATRICK	61,601
SCHAEFFER, SHANNON	56,804
SCHARBACK, DONNA	67,053
SCHERMAN, SHARON	58,155
SCHIDLOWSKY, BEA	67,971
SCHIMPF, ERIN	70,485
SCHIRLE, ROSEMARIE	60,233
SCHLICHEMEYER, KRISTIN	51,265
SCHMIDT, LYNN	68,531
SCHMIDT, SOPHIE	105,125
SCHNEIDER, ANGELA	59,534
SCHNEIDER, DARREL	88,662
SCHNEIDER, JOYCE	56,494
SCHNURR, BARBARA	51,877
SCHRADER, SELENA	63,948
SCHRAMM, MARK	73,125
SCHROEDER, TERI ANNE	78,435
SCHULTZ, BEVERLY	70,443
SCHWAB, TRACY	63,546
SCHWEIGHARDT, SHIRLEY	56,035
SCOPICK, PATRICIA	63,735
SCOTT, CATHERINE	59,850
SCOTT, CHERYL	57,425
SCOTT, KEN	53,327
SCOTT, MELANIE	80,059
SCOTT, RUSSELL	69,778
SEDGEWICK, MONIKA	60,261
SEGRIFF, CAROL	59,195
SEIDEL, NORMA	57,303
SEIP, EVELYN	59,722
SELINGER, BRENDA	58,937
SEMENCHUK, MICHELE	64,775
SENKO, DAWN	80,558
SEREDA, RON	54,892
SERSON, CHERIE	68,292
SETTLER, PHILLIP	61,145
SHAND, JASON	83,702
SHANOFER, CATHY	53,779
SHANOFER, SHERRY	76,479
SHARMA, SANDEEP	63,831
SHAW, LANA	68,947
SHEARD, DELORES	57,558
SHECKTER, MARC	81,757
SHEPHERD, BARBARA	69,313
SHEPPARD, M SUZANNE	90,905
SHEPPARD, TANYA	59,110
SHERLOCK, WENDY	63,644

Payee	Amount Paid ($)
SAVAGE, CHRISTINE	63,925
SAWATZKY, CARLA	76,076
SAWATZKY, MYRNA	67,736
SAWCHUK, ALEX	88,293
SAWCHUK, VALERIE	54,591
SAWYER, TERRY	60,738
SAYER, GLORIA	62,525
SCARFE, LINDA	75,374
SCHAAN, HELENE	70,762
SCHAAN, NORMA JEA	73,925
SCHAEFFER LEFLEY, RONDA	68,383
SCHAPANSKY, RODNEY	108,798
SCHATZ, AMBER	51,855
SCHICK, ANNETTE	56,575
SCHIKOSKY, RANDA	67,863
SCHINDEL, SUSANNA	56,469
SCHLEPER, CANDACE	50,179
SCHMIDT, LEEANNE	62,678
SCHMIDT, MARILYN	76,157
SCHMULAND, LUCILLE	52,799
SCHNEIDER, CINDY	70,164
SCHNEIDER, GLENN	51,481
SCHNEIDER, SANDRA	58,404
SCHOLZ, LENDY	65,392
SCHRADER, WARREN	89,459
SCHREINER, HEATHER	51,461
SCHULTZ HURLBURT, BARBARA	78,849
SCHULZKE, CARMEN	67,861
SCHWARTZENBERGER, DELINDA	59,231
SCHWINDT, LOREEN	82,362
SCOTT, BONNIE	58,017
SCOTT, CHARLOTTE	55,071
SCOTT, DOREEN	71,925
SCOTT, MAUREEN	67,296
SCOTT, MICHAEL	60,229
SCUKA, MIRIAM	50,776
SEELEY, JANICE	80,340
SEIB, MARILYN	78,632
SEIDL, CINDY	70,762
SEIPP, TARA	69,671
SEMBALERUS, CORINNE	62,932
SEMPLE, JUNE	69,563
SEREDA, AUDREY	80,342
SERHAN, BETTY	51,436
SERVISS, ALYSHA	55,974
SHADICK, JANINE	74,041
SHANKS, PATRICIA	66,706
SHANOFER, RODNEY	65,657
SHANTZ, SANDRA	72,779
SHARP, TANNIS	68,853
SHAW, ROBERT	65,033
SHEARD, GARTH	71,338
SHENDRUK, DIANE	78,208
SHEPPARD, BRADLEY	54,932
SHEPPARD, TAMARA	58,034
SHERLING, CAROL	80,641
SHERWIN, GAIL	51,064

Payee	Amount Paid ($)
SHEWAGA, MARY	51,598
SHIA, GEORGE	115,219
SHINKEWSKI, DEAN	66,790
SHIRTLIFF, JENNIFER	62,271
SHORT, DIANNE	68,658
SHYMKO, KRISTEN	56,650
SIEMENS, TREVOR	82,630
SIEWERT, SHANNON	60,380
SIGFUSSON, SHARON	63,145
SILBERNAGEL, WILLY	57,694
SILZER, YVONNE C	75,772
SIMINGTON, RUTH	120,846
SIMMS, NANCY	63,707
SIMONSON, WENDY	58,160
SIMPSON, DARCIE	72,738
SIMPSON, JENNIFER	69,148
SINCLAIR, TRACEY	58,026
SIROIS, MARLENE	56,031
SITAR, TIMOTHY	67,070
SKINNER, DEAN	68,993
SKULSKI, ELIZABETH	65,892
SLATTERY, KAREN	70,689
SLOGOTSKI, ERIN	70,018
SMART, VIKKI	97,619
SMITH, ARIELLE	51,974
SMITH, DIANE	65,887
SMITH, DORIS	57,701
SMITH, LEANNE	93,480
SMITH, PATRICIA	78,089
SMITH, RICHARD	57,804
SOANES, DONALD	79,736
SOKUL, MARNYA	61,416
SOLAR, SANDRA	61,678
SOLLID, DAVID	80,480
SOMMERFELD, GRANT	90,187
SORENSON, HEATHER	61,956
SPAK, ALICIA	52,803
SPARKS, SASHA	59,279
SPEHAR, CONNIE	56,753
SPENCE, ANN MARIE	54,570
SPERLING, ANNE	78,702
SPITHAKIS, CORINNE	71,272
SPIZAWKA, LOIS	105,337
SPOKES, KENDRA	76,386
SPROXTON, KATHERINE	76,679
ST YVES, GUY	58,109
STACEY, CARRIE	69,527
STARECKI, TANYA	61,026
STEBBINGS, ERIKA	66,991
STEEL, TRACEY	57,253
STEFIUK, WENDY	79,055
STEIN, PAULETTE	63,683
STEPHANSON, KAREN	59,329
STEPHEN, JACKIE	58,030
STEPHENS, JEWEL	82,075
STEVENS, AVA	110,054
STEVENS, LINDA	88,958

Payee	Amount Paid ($)
SHEWCHUK, TERA	67,720
SHILOFF, FAY	68,013
SHIRLEY, LAUREEN	55,472
SHORT, CHRISTINE	68,844
SHUMAY, PAUL	53,287
SIEBEN, JOANNE	62,610
SIERMACHESKY, KAREN A	71,092
SIGFUSSON, SHANNON	82,904
SIGGELKOW, LYNNE	61,047
SILZER, JACQUELIN	65,044
SIM, MARGARET	69,527
SIMMER, JENETTE	64,173
SIMONAR, PATTI	77,339
SIMPKINS, GLORIA	77,968
SIMPSON, JAMES	55,617
SINCLAIR, LINDA	67,232
SINGBEIL, KATRINA	60,376
SIROSKI, JACQUELIN	63,648
SIUKSTERIS, SHARON	68,164
SKOLNEY, ALYSON	78,485
SLADEK, LOUISE	76,976
SLOBODIAN, CORINNE	56,210
SMALLWOOD, LYNDA	75,546
SMITH FEHR, JULIET	80,642
SMITH, CAROL	68,112
SMITH, DOREEN	60,368
SMITH, GLENN	90,323
SMITH, LORI	62,126
SMITH, PAULINE	69,283
SNELL, JAMES	83,901
SOCHA, LINDA	90,138
SOKYRKA, SONIA	53,943
SOLHEIM, BRENDA	68,722
SOLOMON, EDNA	60,461
SOPARLO, MARILYN	51,932
SOTKOWY, WARREN	83,169
SPARKS, CHERYL	60,423
SPEED, BRENDA	57,590
SPEISER, LOVELLA	64,792
SPERLE, JUDY	67,217
SPILCHAK, KAREN	58,834
SPITZIG, LYNNE	76,973
SPIZAWKA, VERA	75,690
SPREACKER, DEBRA	71,887
ST GERMAINE, KRYS	51,522
STABLER, ROD	60,268
STAMPE, HOPE	92,138
STARKS, FAYE	65,355
STECKLER, BERNADETT	72,204
STEELE, MARIE	72,426
STEIN, DORIS	73,033
STENE, RICK	78,315
STEPHEN, GLENN	53,671
STEPHENS, JAYDEN	80,533
STEPPAN, CAROL	61,234
STEVENS, GREG	50,691
STEVENS, NANCY	70,426

Payee	Amount Paid ($)
STEVENSON, LOUISE	59,666
STEWART, CHERYL	51,191
STIRLING, GLENNIS	58,842
STOBBE, ELAINE	59,068
STOBEE, RETA	78,182
STOCKHAM, JANA	53,885
STODLER, JENNIFER	64,143
STOECKLEIN, COLLEEN	69,055
STONE, CHARLENE	51,139
STONE, SHANNON	66,042
STOVALL, BEVERLEY	60,556
STRENGER, MARLENE	73,285
STRILAEFF, DONNA	63,842
STROHAN, LIESA	61,118
STROO, DIONNE	58,746
STUART, FRANKI	53,210
STUART, RODNEY	75,991
STUPAK, BETTY	53,653
SULLIVAN, SMITH	54,890
SULYK, MAUREEN	63,522
SUMNER, CAROL	50,322
SUTHERLAND, CARLEEN	82,290
SVEINBJORNSON, CHERYL	52,396
SWEDENSKI, LORRAINE	75,553
SWEET, TAMMY	56,923
SWENSON, CHRISTIE	79,877
SWERHONE, DANIEL	92,151
SWITYK, DOREEN	67,908
SWORD, SUSAN	59,686
TABELON, RAUL	65,885
TAILLON, APRYL	56,678
TALLMADGE, MARILYN	70,406
TARASOFF, LEAH	54,123
TARRY, MARK	95,538
TATCHELL, NICOLE	57,495
TAYLOR, GLORIA	54,105
TAYLOR, RITA	67,302
TAYLOR, TONYA	58,458
TEKANOFF, REESE	55,315
TEMPLE, DENNIS	51,798
TERLESKI, DEBORAH	64,831
THAKURDEEN, MEENA	99,925
THIBAULT, DEBORAH	94,846
THIEL, CINDY	68,000
THIEMAN, ALLISON	52,700
THIES, KYLA	55,753
THIESSEN, DOLORES	52,605
THIESSEN, MELANIE	65,063
THIVERGE, MARY	76,674
THOME, RODNEY	79,021
THOMPSON, CHARLENE	51,999
THOMPSON, SANDRA	61,157
THOMSON, BRANDI	67,392
THORNE, STEPHANIE	76,749
THORPE, JENNY	64,609
TIESSEN, HELEN	53,518
TILITZKY, CAROL	50,078

Payee	Amount Paid ($)
STEWART, BONNIE JE	62,999
STEWART, PAMELA	83,163
STITT, TIPKAMON	53,684
STOBBS, ERIN	61,293
STOCKDALE WINDER, FERN	85,292
STODDARD, PATRICIA	60,127
STOEBER, ADRIANE	65,456
STOLARCHUK, THERESA	69,041
STONE, JERRE	74,939
STONEHOUSE, MICHELLE	57,500
STREET, MICHELLE	64,626
STRICKLAND, JUDEE	61,643
STROCEN, MITCHELL	64,862
STROMBERG, GRACE	85,780
STROZEN, RACHAEL	62,640
STUART, IAN	63,106
STUART, SUSAN	51,769
SUIGNARD, KARLA	75,566
SULLY, DARYL G	59,489
SUMMACH, SANDRA	73,573
SUNDHOLM, ELISA	71,801
SUTHERLAND, WES	64,041
SVITLEKOFF, SHARON	77,805
SWEDENSKI, MICHAEL	76,394
SWEJDA, GAIL	50,668
SWENSON, KELLY	54,028
SWIDERSKI, SOMMER	52,970
SWITZER, IMELDA	67,471
SZMUTKO, DANIEL	55,629
TACIUK, PATRICIA	82,056
TALBOURDET, IRIS	50,804
TANJUSAY, MAE	71,445
TARR, DEVIN	71,812
TATARNIUK, ELAINE	70,247
TAYLOR, AMBER	60,761
TAYLOR, RHONDA	65,718
TAYLOR, SHAWN	60,374
TEEKASINGH, MOHAN	152,239
TEMPLE, BRENDA	62,554
TEPLITSKY, SUSAN	66,118
TETREAULT, COLETTE	60,238
THAYER, SCOT	73,707
THIBAULT, JOCELYNE	65,344
THIEL, TARA	53,156
THIEMANN, LORRAINE	66,177
THIESSEN, BRENDA	98,754
THIESSEN, ELMA	63,966
THIESSON, BRIAN	64,522
THOMAS, JUSTIN	52,964
THOMPSON, CANDINA	65,022
THOMPSON, HELEN	64,723
THOMPSON, SHARON	78,836
THORDARSON, PETRA	54,709
THORPE, CHERYL	64,128
THRELFALL, MELISSA	66,288
TIESZEN, LEIGHTON	87,820
TIMM, DIANE	70,359

Payee	Amount Paid ($)
TIMM, LORRAINE	59,566
TIMMERMAN, WANDA	56,439
TING, JOSEPH	53,947
TKACHUK, MARILYN	63,584
TKACHUK, TRISTAN	76,189
TOEWS, LORI	73,213
TOKAR, JULIETTE	50,347
TOLLEY, JAY	58,396
TOMLIN, MARY	50,229
TOOMER, ROBERT	53,505
TOPOLA, LESLIE R	70,965
TOPP, TAMMY	50,033
TORR, DAVID	128,700
TORRES, JORGE JR	55,037
TOWNSEND, LESLIE	63,920
TOY, MARIE	60,388
TRADEWELL, JAMIE	88,540
TRAPLER, KURT	129,616
TRAYNOR, AMANDA	54,296
TREMBLAY, GOLDIE	84,450
TREPPEL, DIANE	69,024
TRICKER, CHAD	52,524
TU, XIN	67,424
TUCKER, LISA	60,037
TURK, BRADLEY	60,995
TURNBULL, MARION	91,323
TURNER, KENNEDY	61,298
TURNER, MARYANNE	51,121
TURTLE, CATHY	68,642
TWIGG, MARIANNE	54,911
TWORDIK, LEAH	51,998
UCHACZ, TED	71,648
UMPHERVILLE, KAREN	52,014
UNRUH, DIANE	63,038
UNSER, CORALEE	63,264
UPTON, TODD	51,662
URSAKI, DIANE	81,483
USSELMAN, GLORIA	50,114
VACHON, CLAUDIA	83,266
VALENTINE, KAREN	67,427
VAN OLST, EVERT	111,412
VANDERPLOEG, SUSAN	50,062
VANY, ALEATHA	52,189
VARGA, JANET	53,970
VARGO, LYNDA	66,765
VENNE, SANDRA	65,014
VEREGIN, JACKI	59,925
VOGELSANG, LUBA	59,618
VOIGT, KERILYN	58,794
VOLS, CHELSEA	61,650
VON HAGEN, WAYNE	53,722
WAGENHOFFER, SHERRI	52,238
WAINMAN, JUDY	59,935
WALD, MELODY	61,485
WALDBAUER, LAVONA	54,213
WALKER JOHNSTON, JO ANN	67,138
WALKER, LINDSAY	55,244

Payee	Amount Paid ($)
TIMM, SHANE	74,354
TIMTIM, SAM	51,450
TKACHUK, GREGG	72,484
TKACHUK, MICHELLE	65,970
TODD, VIDA	81,807
TOH, JOANNE	68,134
TOKARCHUK, KELLY	82,814
TOMLENOVICH, PATRICIA	57,409
TOOMER, CHRISTINA	68,395
TOOVEY, SHAWN	71,994
TOPP, BRIAN	88,450
TORLAKOVIC, GORAN	268,042
TORRENS, DONNA	66,127
TOSO, ROBERT	66,412
TOWRISS, VICKI	81,387
TRACH, CELESTEE	64,905
TRAN, MAI	159,384
TRAVES, JAMIE	68,632
TRAYNOR, MARGUERIT	60,017
TREMEER, JUANITA	84,293
TREVORS, KRISTI	58,959
TRISCHUK, HEATHER	62,722
TUCKER, KIM	55,240
TURAY, TONY	73,926
TURKINGTON, GERMAINE	58,625
TURNER, ANDREA	53,592
TURNER, LANI	66,191
TURNER, WENDY	55,217
TUSTONIC, VLATKA	96,821
TWIGG, SUSAN	86,179
TYMIAK, TERRY	66,825
UHRYN, PAUL	93,472
UNGER, KEN	90,595
UNRUH, JANET	54,813
UPTON, JUANITA	55,036
URBANOWSKI, HOLLY	61,629
USHER, DOUG	56,290
UTLEY, LORI	54,269
VAIL, LANNA	77,496
VAN DEN BERGHE, JANETTE	122,546
VANDERGOOT, MARY	85,507
VANTHUYNE, WENDY	81,816
VANY, KATHLEEN	57,507
VARGA, MYRNA	61,743
VAVRA, STEPHANIE	55,216
VERBEKE, PAT	60,700
VERESCHAGIN, PATRICIA	66,363
VOGT, JANICE	55,395
VOISEY, TWYLA	51,161
VOLS, SANDRA	95,360
VRBANCIC, MIRNA	72,031
WAGNER, VALERIE A	68,075
WAITHMAN, MAUREEN	64,393
WALDBAUER, ALISON	59,414
WALDENBERGER, RAE LYNN	62,822
WALKER, JOYCE	91,670
WALKO, WAYNE	58,813

Payee	Amount Paid ($)
WALL, MARLIN	52,505
WALL, WANDA	58,597
WALLS, ROBYN	57,226
WALTER, PAMELA	56,572
WALTON, VICTORIA	73,698
WANDZURA, SHARON	65,243
WANNER, ROBIN	63,217
WARD, BARRY	95,205
WARNES, JASON	79,744
WARRIAN, JEANETTE	61,865
WASHINGTON, JO ANN	71,251
WASYLENKO, KAREN R	72,171
WATERHOUSE, KAREN	65,420
WATLING, MIKE	72,958
WATT, DAVID	71,608
WATT, SUSAN	79,423
WAYGOOD, JENNIFER	51,339
WEBB, CRISTEL	64,722
WEBER, DAWN	62,935
WEBER, SHELAGH	58,765
WEBER, TRENT	57,103
WEBSTER, JAMES	76,535
WEEKS, ILA	64,172
WEIBEL, CAROLINE	65,263
WEILAND, DIANE	64,331
WEIMAN, RONALD	110,188
WEINBERGER, LILAH	82,159
WEISGERBER, JANE	53,763
WELFORD, DEANNA	66,232
WELTER, DEBORAH	63,286
WENAUS, CORI	65,173
WENKOFF, JANE	64,333
WENZEL, DOUGLAS	81,593
WERBESKI, SHIRLEY	62,732
WERNER, LOUISE	62,605
WESTAD, TRUDY	83,943
WHARTON, NORMA	55,542
WHITBY, PAULA	70,030
WHITE, SUE ELLEN	50,182
WHITTER, BEVERLY	76,353
WIEBE, GERALDINE	52,442
WIEBE, MARY LYNN	59,728
WIEBE, STAN	83,872
WIELER, SHIRLEY	62,913
WIENS, DONNA	80,461
WIENS, RENEE	60,746
WIHAK, LAURA	52,348
WILDEMAN, CHERI	50,432
WILLARD, LORI	59,286
WILLEN, LEANN	55,206
WILLIAMS, DARLENE	58,546
WILLIAMS, KERRY	61,561
WILLISON, LAURA	54,281
WILLNESS, BARBARA	53,189
WILSON, BARBARA	71,654
WILSON, DIANNE	59,741
WILSON, GAIL	55,158
WALL, RUBY	64,611
WALLACE, MURRAY	52,692
WALTER, CHERRYL	84,317
WALTON, GERMAINE	77,593
WANDLER, TARRAH	58,155
WANG, SEGUNDINA	57,241
WANNER, SHARON	52,179
WARD, MICHELLE	76,032
WARREN, HEATHER	70,222
WARWARUK MCKAY, ADELE	50,358
WASSERMANN, CHERYL	60,918
WASYLYSHYN, ROSEMARY	55,087
WATERS, MARJORIE	78,384
WATSON, SHARI	67,392
WATT, PAMELA	68,409
WAWRYK, AMI	60,969
WEBB LISTWIN, DENA	68,425
WEBB, JANE	67,284
WEBER, MAUREEN	77,148
WEBER, SHELLY	70,288
WEBSTER, DESTINIE	51,790
WEBSTER, VERN	62,410
WEHNER, LAURIE	74,560
WEIERS, NORA	67,627
WEIMAN, LORI	52,588
WEIMAN, WENDY	62,618
WEISBROD, DEBRA	77,581
WEISNER, VICTORIA	66,016
WELLER, RANDY	69,147
WELTER, DONELDA	55,694
WENC, BRIAN	105,375
WENKOFF, PATRICIA	70,707
WENZEL, MICHELLE	54,859
WERLE, JILL	86,706
WESTAD, OWEN	56,652
WESTFALL, MARGARET	57,694
WHELAN, LORELEI	50,433
WHITE, RUTH R	53,845
WHITEHEAD, KERI	51,932
WIEBE, CAROL	52,910
WIEBE, JOLENE	51,445
WIEBE, RUDOLPH	56,411
WIEGERS, LOIS	71,062
WIEMKEN, VALERIE	57,836
WIENS, ERIN	66,134
WIGNES, MARILYN	66,826
WILD, MEREDITH	86,287
WILL, BEV	53,627
WILLARD, SHANNON	73,779
WILLETTS, CARRIE	61,167
WILLIAMS, JANICE	64,335
WILLIAMS, MICKIE	72,594
WILLMS, LINDA	51,835
WILLS, ULANA	54,405
WILSON, BETTE ANN	64,670
WILSON, DOROTHY	56,924
WILSON, JODY	60,770

Payee	Amount Paid ($)
WILSON, LAURENE	86,415
WILSON, RONALD	67,854
WINCHESTER, TONY	67,712
WINGROVE BURKE, DOREEN	62,541
WINTER, AUDREY	54,864
WINTON GREY, PATRICIA	63,313
WIRCHENKO, JANET	90,956
WISMINITY, JOANN	84,093
WISSER, SALLY	53,725
WITTER, TRACY	68,620
WIWCHAR, LAURA	56,167
WOELK, CAROL	64,693
WOJCICHOWSKY, DARCY	58,324
WOLDEHANA, AWLACHEW	105,258
WOLFFE, GERALDINE	65,404
WOLITSKI, WENDY	79,261
WONG, ADAM	103,498
WOO, MAYLEEN	69,453
WOODFORD, KARYN	65,351
WOODROW, NICOLE	59,407
WOODS, MARC	74,760
WOODS, MICHAEL F	63,068
WOOFF, PAULA	64,028
WOROBEC, ANDREA	50,216
WORTMAN, JANE	62,844
WOURMS, MARIA	66,952
WOYCHUK, PATRICIA	62,386
WOZNIAK, PATRICIA	64,733
WRIGHT, DARLENE	64,788
WRIGHT, LINDA	55,375
WUDRICK, ROSALIE	68,493
YAN, JIE	62,652
YANKOSKI, EMILY	74,201
YANOSHEWSKI, WENDY	67,233
YAROSHKO, DELLA	73,037
YEO, THERESA	68,478
YOUNG, GLENDA	62,582
YOUNG, TERRY	54,458
YUZIK, SUSAN	79,032
ZACHARIAS, HENRY	102,749
ZAHARIA, MARILEE	79,574
ZAPF, CAROL LYN	52,681
ZELMER, KATHY	68,910
ZERR, JOANNE	74,344
ZIEBART, LINDA	63,633
ZIMMER, BRIAN	75,777
ZINCHUK, MELANIE	71,187
ZIOLKOWSKI, DALE	73,102
ZIP, TALIA	63,837
ZOERB, ANGELA	58,957
ZUREVINSKI, KAREN	58,958
ZWIERZYNSKI, JUDITH	54,100

Payee	Amount Paid ($)
WILSON, MONIQUE	68,332
WILSON, TERRY	72,792
WINGERAK, DIANNE	62,181
WINKELMANN, DARLENE	71,590
WINTON GREY, KENNETH	55,525
WINTONYK, DAWN	60,252
WISMINITY, ANNE	85,169
WISNER, OWEN	70,335
WITT, BRYAN	69,922
WITTIG, GAIL	54,711
WIWCHAR, TERESA	52,789
WOELK, LILLIAN	76,526
WOLCH, HEATHER	59,210
WOLFE, BETTY	80,778
WOLFROM, MARDELL	59,329
WOLOSCHUK, DEBRA	64,326
WONG, SIEW MAY	74,040
WOODCOCK, ERINN	60,910
WOODLAND, JODI	57,626
WOODS, BRYAN	91,740
WOODS, MARION	54,124
WOODSWORTH, PAMELA	67,036
WORMS, JESSICA	64,136
WORTH, LESLIE	80,784
WOURMS, GWEN	50,993
WOWCHUK, CYNTHIA	50,965
WOYTKO, HELEN	76,668
WRIGHT, BARBARA	60,943
WRIGHT, JUDITH	69,384
WRIGHT, MICHELLE	63,815
WUNDERLICH, KENTON	72,080
YANCIW, DAVID	64,487
YANO, VALERIE	64,632
YARMOVICH, TREVOR	58,832
YATSURA, ALARICE	75,388
YOUNG, BEVERLY	68,335
YOUNG, TARA	52,789
YURY, CALVIN	64,011
ZABA, EILEEN	64,010
ZACHARIAS, VIVIAN	68,118
ZAMOSNY, JACQUELIN	60,261
ZARYCKI, KRISTA	64,831
ZENNER, TREENA	66,315
ZHU, YING HUI	84,480
ZIELKE, KIMBERLY	69,807
ZIMMER, MAUREEN	61,074
ZINGER, LYNN	58,381
ZIOLKOWSKI, LAURIE	64,569
ZIPP, AMELIA	50,958
ZOERB, CHERYL	63,101
ZUREVINSKY, JOCELYN	51,447
ZWINGLI, SHANTEL	54,687

TRANSFERS PAYEE DISCLOSURE LIST

Payee	Amount Paid ($)
AUTISM TREATMENT SERVICES OF SASKATCHEWAN INC.	116,482
CANADIAN MENTAL HEALTH ASSOCIATION	153,013
CIRCLE DRIVE SPECIAL CARE HOME INC.	2,408,519
COSMOPOLITAN INDUSTRIES LTD	60,000
DUCK LAKE AND DISTRICT NURSING HOME INC.	1,512,518
GEORGE BAILEY COUNSELLING CENTRE	181,749
JUBILEE RESIDENCES INC. (PORTEOUS LODGE)	3,472,258
LAKEVIEW PIONEER LODGE INC.	2,004,077
LANIGAN AND DISTRICT AMBULANCE ASSOCIATION	136,561
M.D. AMBULANCE CARE LTD.	3,378,810
MIDWAY AMBULANCE CARE LTD.	349,439
OMI LACOMBE CANADA INC	124,234
QUILL PLAINS AMBULANCE CARE LTD.	216,771
SASKATOON CONVALESCENT HOME	2,870,269
SASKATOON HOUSING COALITION, INC.	719,998
SHAMROCK AMBULANCE CARE INC.	244,655
SISTERS OF ST ELIZABETH	146,309
ST ANN'S SENIOR CITIZENS VILLAGE CORPORATION	3,019,168
ST JOSEPH'S HOME FOR THE AGED	2,766,045
STRASBOURG AND DISTRICT HEALTH CENTRE	197,341
SUNSHINE HOUSING INC.	108,570
URSULINE NUNS OF BRUNO	52,765
WAKAW AMBULANCE SERVICE	209,898
WYNYARD AND DISTRICT COMMUNITY HEALTH CLINIC ASSOC. LTD.	190,750

Payee	Amount Paid ($)
BETHANY PIONEER VILLAGE INC.	1,592,855
CENTRAL HAVEN SPECIAL CARE HOME INC.	2,283,302
COMMUNITY HEALTH SERVICES (SASKATOON) ASSOCIATION LTD.	256,600
CROCUS CO-OPERATIVE	238,091
ELMWOOD RESIDENCE INC.	88,000
HUMBOLDT AND DISTRICT AMBULANCE SERVICE	458,810
JUBILEE RESIDENCES INC. (STENSRUD LODGE)	3,601,324
LANGHAM SENIORS CITIZENS HOME	592,645
LUTHER CARE COMMUNITIES (LUTHERAN SUNSET HOME)	6,111,835
MENNONITE NURSING HOME INC.	3,201,563
OLIVER LODGE	3,720,054
PRESTON NURSING HOME, SASKATOON OF EXTENDICARE (CANADA) INC.	3,279,340
ROSTHERN AND DISTRICT AMBULANCE	301,134
SASKATOON CRISIS INTERVENTION SERVICES, INC.	338,416
SENIOR SISTERS OF SION RESIDENCE	50,077
SHERBROOKE COMMUNITY SOCIETY INC.	13,568,580
SPRUCE MANOR SPECIAL CARE HOME INC.	1,522,730
ST ELIZABETH'S HOSPITAL, HUMBOLDT	8,311,725
STRASBOURG AMBULANCE SERVICE	246,741
SUNNYSIDE ADVENTIST CARE CENTRE	3,707,391
UNIVERSITY OF SASKATCHEWAN STUDENT HEALTH CENTRE	93,900
URSULINES OF ST ANGELA'S CONVENT	83,194
WARMAN MENNONITE SPECIAL CARE HOME INC.	1,163,755

SUPPLIER PAYMENTS PAYEE DISCLOSURE LIST

Payee	Amount Paid ($)	Payee	Amount Paid ($)
ABBOTT LABORATORIES	2,049,853	ABBOTT VASCULAR DIVISION	96,730
AC FLOORING & INSTALLATION (2004) LTD.	50,166	ACARA GLASS & ALUMINUM LTD.	100,964
ACCREDO HEALTH GROUP	150,694	ACMI CANADA INC.	231,246
ACTION OFFICE INTERIORS	206,808	ADOLPH, DR J	109,444
ALCON CANADA INC.	2,030,947	ALL-BRITE ELECTRIC CO LTD.	217,819
AMS CANADA INC.	88,662	ANAESTHESIA SERVICES GROUP	86,686
ANDRES, SHAUNA	89,103	ANIXTER CANADA INC.	77,705
AODBT (ARCHITECTURE INTERIOR DESIGN)	405,990	ARJO CANADA INC.	96,292
ARROW MEDICAL PRODUCTS LTD.	193,675	ASSOCIATED HEALTH SYSTEMS	145,076
ASSOCIATED RADIOLOGISTS	6,403,668	AUDITORIUM HOLDINGS	83,722
AUTOMED CANADA	98,373	B BRAUN MEDICAL INC.	607,089
BALDWIN, DR HAL	190,097	BARD CANADA INC.	616,604
BARRETT, DR PETER H	122,257	BAXTER	2,663,340
BECKMAN COULTER INC.	1,500,227	BECTON DICKINSON & COMPANY LTD.	143,458
BEING FIRST	61,467	BIOMED RECOVERY & DISPOSAL	279,389
BIOMERIEUX CANADA INC.	251,666	BIOMET INC.	183,986
BIORAD LABORATORIES	150,089	BMG	125,791
BOMIMED INC.	351,182	BOSTON SCIENTIFIC LTD.	2,493,469
BRACCO DIAGNOSTICS CANADA	138,037	BRENNAN, DR STEFFAN	73,000
BRISTOL - MYERS SQUIBB CANADA INC.	456,356	BRUNSWICK FILING SYSTEMS INC.	80,787
BUCKWOLD & SONS	82,025	BUNZL DISTRIBUTION	564,952
BWR MEDICAL PROF CORP	171,370	CALGARY HEALTH REGION	695,154
CANADA MICROSURGICAL	138,532	CANADIAN CORPS OF COMMISSIONAIRES	310,845
CANADIAN COUNCIL ON HEALTH SERVICES ACCREDITATION	89,639	CANADIAN HOSPITAL SPECIALTIES	76,427
CAN-MED HEALTHCARE	1,056,774	CAPITAL HEALTH	381,890
CARDINAL HEALTH	53,632	CARL ZEISS CANADA LTD.	109,987
CATHOLIC HEALTH ASSOC OF SASKATCHEWAN	55,489	CATTELL, DR VICKI	337,088
CEG ENERGY OPTIONS INC.	2,498,212	CENTENNIAL FOODSERVICE	222,737
CERNER CANADA	112,467	CHASE, DR C	215,715

Payee	Amount Paid ($)
CHERNOFF, DR R	54,000
CHILD CARE SOCIETY	50,000
CITY OF HUMBOLDT	85,904
CLIFFORD ROSEN MEDICAL PROF CORP	330,607
COMMUNITY HEALTH SERVICES (SASKATOON) ASSOCIATION LTD.	713,810
COMPUSMART SASKATOON	174,169
COMPUTRITION	89,188
COVERETT, DR KELLY	55,947
CRONUS TECHNOLOGIES	154,056
CYPRESS SALES PARTNERSHIP	101,502
DANG, DR. BAO	80,600
DATEX-OHMEDA (CANADA) INC.	117,249
DEVELUS SYSTEMS INC.	60,702
DR BARRY BERNACKI MEDICAL PROF CORP	81,313
DR CARLO STUGLIN MEDICAL PROF CORP	120,000
DR GENE MEDICAL PROF CORP	313,045
DR J MCKERRELL MEDICAL PROF CORP	62,006
DR JM BALATON MEDICAL PROF CORP	73,021
DR K D KOK MEDICAL PROF CORP	340,719
DR KEVIN COLLEAUX MEDICAL PROF CORP	70,914
DR MARK JAMES MEDICAL PROF CORP	159,488
DR NICHOLAS G IVANANS MEDICAL P C CORP	211,761
DR OLATUNBOSUN MEDICAL PROF CORP	461,954
DR R H KLASSEN MEDICAL PROF CORP	180,807
DR RONALD SIEMENS PROF CORP INC.	232,047
DR S SHEPPARD MEDICAL PROF CORP	134,456
DR SHIV AMBULGEKAR MEDICAL PROF CORP	395,137
DR SUSAN SHAW MEDICAL PROF CORP	101,845
DR ULMER MEDICAL PROF CORP	79,380
DYNAMEX CANADA INC.	485,202

Payee	Amount Paid ($)
CHIBBAR, DR RAJNI	50,040
CHILDREN'S HOSPITAL	70,380
CITY OF SASKATOON	3,313,132
COAST PAPER	71,753
COMPASS GROUP CANADA	218,907
COMPUTER TRENDS CANADA INC.	73,121
COOK CANADA INC.	1,132,691
CPDN/RCDP	5,083,957
CUELENAERE KENDALL KATZMAN AND WATSON	275,000
DAKO CANADA INC.	143,161
DATASCOPE CORP	61,931
DEPT OF PEDIATRICS	104,490
DR ANGELA M BALDELLI MEDICAL PROF CORP	80,886
DR BRIAN BROWNBRIDGE MEDICAL PROF CORP	109,534
DR FRED H OLENIUK MEDICAL PROF CORP	90,256
DR J FROH MEDICAL PROF CORP	354,975
DR J S BAATH MEDICAL PROF CORP	122,500
DR JOEL YELLAND MEDICAL PROF CORP	136,136
DR K GOWDA MEDICAL PROF CORP	133,160
DR KUNAL JANA MEDICAL PROF CORP	76,525
DR NAWAL K SHARMA MEDICAL PROF CORP	147,491
DR NORMAN JOANIS MEDICAL PROF CORP	182,068
DR PAUL HAYES SURGICAL PROF CORP	159,215
DR R NRUSIMHADEVARA MEDICAL PROF CORP	112,193
DR RYAN O'NEILL PROF CORP	272,455
DR SHELDON WIEBE MEDICAL P C	55,886
DR SUE PEDERSEN P C	157,546
DR THOMAS A JOHNSON MEDICAL PROF CORP	69,234
DR VERNON BEHL MEDICAL PROF CORP	243,571
EARL'S PHARMACY LTD.	270,404

Payee	Amount Paid ($)
EBSCO CANADA LTD.	104,388
EDWARDS EDWARDS MCEWEN ARCHITECTS	284,783
EECOL ELECTRIC LTD.	210,280
EPF MEDICAL PROF CORP	391,979
EV3 INC.	64,543
FEDERAL EXPRESS CANADA LTD.	73,375
FERRING INC.	93,656
FISHER SCIENTIFIC	563,163
FUTUREMED HEALTH CARE PRODUCTS INC.	359,933
GAMBRO CANADA INC.	1,417,450
GAMMA - DYNACARE MEDICAL LABORATORIES	2,443,537
GARY LOEWEN CONSTRUCTION MANAGEMENT SERVICES	117,556
GE MEDICAL SYSTEMS CANADA	346,505
GEANEL RESTAURANT SUPPLIES LTD.	95,710
GHOORAH, DR S	191,950
GRAND & TOY LTD.	1,561,146
GUIDANT CANADA CORPORATION	534,358
HAFEZI, DR RODMEHR	61,380
HEALTH SCIENCES ASSOC OF SASK	670,449
HEALTHMETRX CANADA INC.	62,482
HICKSON HOLDINGS LTD.	110,251
HOLLISTER LTD.	75,032
HONEYWELL	85,014
HOSPIRA HEALTHCARE CORPORATION	3,638,495
HOSPITALS IN COMMON LAB INC.	99,022
HSBC BANK CANADA	330,289
ICD (INDEPENDENTS CHOICE DIST)	1,149,682
INAMED AESTHETICS	248,523
INSTRUMENTARIUM	97,280
INTER V-MEDICAL INC.	124,916

Payee	Amount Paid ($)
EDEN TEXTILE LTD.	358,978
EDWARDS LIFESCIENCES (CAN) INC.	189,606
ELECTRONIC ENVIRONMENT LTD.	60,559
ESBE SCIENTIFIC	61,686
FAMILY SERVICE SASKATOON	310,226
FELSTROM, DR ANNA	54,701
FIBERTECH CANADA F. R INC.	100,300
FRIGGSTAD DOWNING HENRY ARCHITECTS	577,691
GABRIEL CONSTRUCTION	1,428,858
GAMELIN, DR ADRIAN	65,000
GANUGAPATI, DR USHA	55,837
GE HEALTHCARE CANADA	941,268
GE TECHNOLOGY LEASING	1,112,346
GENPHARM INC.	82,500
GOSAL MEDICAL P C INC.	100,710
GREAT WEST LIFE	2,795,330
HA, DR HANG	119,403
HAY GROUP LIMITED	148,166
HEALTHMARK LTD.	179,400
HERTZ NORTHERN BUS	74,931
HILL-ROM CANADA	943,111
HOLT, DR TANYA	52,327
HORIZON COMPUTERS SOLUTIONS	838,691
HOSPITALITY NETWORK	222,755
HOWSAM, DR JUDY	87,305
IBM CANADA LTD.	281,667
IMPERIAL PARKING CANADA CORPORATION	62,493
INFORMATION CONTROL LLC	222,152
INTER MEDICO	113,159
INTERNATIONAL BIOMEDICAL	91,192

Payee	Amount Paid ($)
INVESTORS GROUP	87,317
IVERSON, DR LANCE	284,286
JAMES BEST MEDICAL PROF CORP	113,601
JANVIER, DR JACK	53,300
JDJ CONSULTING LTD.	128,646
JOHNSON CONTROLS	67,210
JOINT SOLUTIONS	132,527
KAWCHUK, DR JOANN	50,000
KEIR SURGICAL	120,201
KHAYYAM, DR NAIYAR	274,844
KODAK CANADA INC.	77,019
KPMG MANAGEMENT CONSULTING	146,515
KRONOS	178,162
LAC-MAC LIMITED	50,635
LAWSON, DR DENNIS	63,369
LINVATEC CANADA	526,186
LOGOS CONSULTING LTD.	75,133
LONDON LIFE INSURANCE CO LTD.	340,820
LUBIANTORO MEDICAL PROFESSIONAL INC.	262,828
M.D. AMBULANCE CARE LTD.	712,257
MACQUARIE CAPITAL (CANADA) LTD.	792,195
MAMAWETAN CHURCHILL RIVER HEALTH REGION	121,644
MARSH CANADA LIMITED	317,943
MBUYI, DR FELICIEN	51,200
MCCARTNEY, DR DAWN	55,791
MCGETTIGAN, DR JIM	73,934
MCKESSON CANADA	3,500,812
MEDICAL MART SUPPLIES WEST LTD.	74,662
MEDICHAIR	103,383
MED-OX DIAGNOSTICS	115,261

Payee	Amount Paid ($)
ISHAQZAY, DR RAHMAT	170,113
J A W MEDICAL SERVICES	293,415
JANSSEN-ORTHO INC.	1,277,741
JB MEDICAL (BOWERS MEDICAL)	91,307
JOHNSON & JOHNSON	2,699,695
JOHNSON MEDICAL CARE P C LTD.	142,603
KARL STORZ ENDOSCOPY CANADA LTD.	74,656
KCI MEDICAL CANADA INC.	263,062
KELLY,DR MICHAEL	131,000
KIM CONSTRUCTORS LTD.	523,307
KONE INC.	56,148
KRAMER LTD.	204,933
LABORIE MEDICAL TECHNOLOGIES INC.	64,274
LAUBSCHER, DR BARRY	359,681
LIFESCAN CANADA LTD.	280,919
LOGOMOTION PROMOTION	89,506
LONDON LIFE INS CO	280,125
LORAAS DISPOSAL SERVICES LTD.	130,749
LYDALE CONSTRUCTION	72,687
MACPHERSON LESLIE & TYERMAN	127,624
MAINRA, DR RAHUL	75,000
MAQUET- DYNAMED INC.	129,323
MATTERHORN COMPUTER CONSULTING CORP	170,187
MCARTHUR MEDICAL SALES	74,245
MCCUAIG, DR RANDALL	249,634
MCKERCHER MCKERCHER & WHITMORE	99,197
MED 2020 HEALTH CARE	79,799
MEDICAL SYSTEMS	55,884
MED-I-PANT INC.	124,147
MEDTRONIC	2,715,921

Payee	Amount Paid ($)	Payee	Amount Paid ($)
MEHTAR, DR MARYAM	80,157	MERCK FROSST CANADA	178,103
METAFORE LIMITED PARTNERSHIP	60,696	MICROSULIS CANADA INC.	81,345
MID-WEST DEVELOPMENT	192,294	MINISTER OF FINANCE	1,998,704
MODERN JANITORIAL SALES	55,734	MOHR, DR K	145,234
MYTRAVEL / SINFONIA	138,897	NALCO CANADA CO	95,618
NEXINNOVATIONS	426,936	NEXUS HOLDINGS INC.	53,000
NOVARTIS PHARMACEUTICALS INC.	517,555	OLYMPUS CANADA INC.	220,552
ONE LAMBDA INC.	71,238	ORACLE CORP CANADA INC.	577,755
ORTHO CLINICAL DIAGNOSTICS	349,016	OTICON / PHONIC EAR LTD.	171,936
OTIS CANADA INC.	160,091	OXOID INC.	113,526
PARTS SOURCE LLC	60,388	PENTAX CANADA INC.	68,569
PEPP (PUBLIC EMPLOYEES PENSION PLAN)	327,496	PEPSI-COLA CANADA BEVERAGES	247,848
PERCY H DAVIS LTD.	64,288	PHARMASAVE	90,631
PHARMASYSTEMS INC.	97,005	PHILIPS MEDICAL SYSTEMS (USA)	73,674
PHILIPS MEDICAL SYSTEMS CANADA	6,509,775	PHONAK CANADA LTD.	518,971
PILLING WECK CANADA L P	80,189	PINNACLE DISTRIBUTION INC.	52,750
PML MICROBIOLOGICALS	89,441	POSTAGE BY PHONE	497,110
PRAIRIE DISTRIBUTORS (CENTRAL) INC.	206,735	PRAIRIE MOBILE COMMUNICATIONS	102,657
PRAXAIR	268,230	PRESTON NURSING HOME, SASKATOON OF EXTENDICARE (CANADA) INC.	88,615
PRINCE ARTHUR ADVERTISING	55,710	PRINTWEST COMMUNICATIONS	71,047
PROFORMA QUALITY SOLUTIONS	324,186	PROJECTLINE SOLUTIONS INC.	149,037
PSS PENSION	105,377	PUROLATOR COURIER LTD.	115,123
Q MED INC.	80,644	QIAGEN INC.	88,169
QUEST MEDICAL	92,401	R S BASI MEDICAL DOCTOR PROF CORP	69,821
RADIOMETER CANADA	150,390	RAHAMAN, DR OMAR	179,900
RAJPUT, DR ALI	79,457	RECEIVER GENERAL FOR CANADA	137,671,909
REGINA QU'APPELLE HEALTH REGION	92,094	REISNER, DR DEBRA	86,895
RESOURCE MANAGEMENT INTERNATIONAL INC.	58,454	RIDEAU INC.	113,581
RIEDER, DR BARRY	93,056	ROCHE DIAGNOSTICS	137,851
ROXON MEDI-TECH LTD.	133,057	RPG - RESOURCE PLANNING GROUP INC.	127,570